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**THE RELATIONSHIP BETWEEN JOB PERFORMANCE, JOB
SECURITY, ORGANIZATIONAL SUPPORT, REWARD AND
JOB SATISFACTION AMONG MEDICAL DOCTORS IN
PAKISTAN**



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**Thesis submitted to
School of Business Management,
Universiti Utara Malaysia,
in partial fulfillment of the requirement for the Master of Sciences
(Management)**

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ABSTRACT

The defense of necessity has traditionally been conceived as providing a utilitarian justification for what would otherwise be poor performance at working place. In the medical field, hence, the nature of the justification has hitherto been based upon a concern to respect medical doctors' rights. Recent concern about doctor's job performance has intensifies interest in public hospitals and private clinics. In Pakistan, medical doctors are facing several problems related with job security, organizational support, and reward and job satisfaction. They are on strikes and demanding their rights. It is important to find out the reason for resolving the persistent issues. This study examined the relationships between job security, organizational support, reward, job satisfaction and medical doctor's job performance in public hospitals and private clinics in Pakistan. The study also examined the mediating effect of job satisfaction on these relationships. A cross-sectional survey method is used to conduct this study. Questionnaires are distributed to 400 medical doctors in Pakistan, and 275 were returned, giving a response rate of 69 percent. Results of the study revealed that the job security, organizational support, reward and job satisfaction has a significant, positive relationship with job performance. Furthermore, the results showed that job satisfaction has a mediating effect on the relationship between job security and job performance. Job satisfaction has a mediating effect on the relationship between organizational support and job performance. Moreover, job satisfaction has a mediating effect on the relationship between reward and job performance. Based on the results, this study is contribution to policy makers to take some assistance for resolving the existing issues and ensuring the job security organizational support, and reward and job satisfaction for medical doctors which would fetch improvement in medical doctor's job performance.

Keywords: job performance, job security, organizational support, reward, job satisfaction

ABSTRAK

Mempertahankan keperluan secara tradisinya dianggap sebagai memberikan justifikasi utilitarian dan yang sebaliknya akan mengakibatkan lemahnya prestasi di tempat kerja. Oleh itu, di dalam bidang perubatan, justifikasi itu selama ini berasaskan usaha untuk menghormati hak-hak doktor perubatan. Kebimbangan baru-baru ini mengenai prestasi kerja doktor telah meningkatkan tumpuan di hospital kerajaan dan klinik swasta. Di Pakistan, doktor perubatan menghadapi beberapa masalah yang berkaitan dengan keselamatan kerja, sokongan organisasi, ganjaran dan kepuasan kerja. Mereka inilah yang melaksanakan mogok dan menuntut hak mereka. Adalah penting untuk mengetahui sebab-sebab bagi menyelesaikan isu-isu yang berterusan ini. Kajian ini mengkaji hubungan antara keselamatan kerja, sokongan organisasi, ganjaran, kepuasan kerja dan prestasi kerja doktor perubatan di hospital kerajaan dan klinik swasta di Pakistan. Kajian ini juga mengkaji kesan pengantara kepuasan kerja kepada hubungan-hubungan ini. Satu kaedah kajian keratan rentas digunakan untuk menjalankan kajian ini. Borang soal selidik diedarkan kepada 400 doktor perubatan di Pakistan, dan 275 telah dikembalikan, memberi kadar respons sebanyak enam puluh sembilan peratus. Hasil kajian ini mendapati keselamatan kerja, sokongan organisasi, ganjaran dan kepuasan kerja mempunyai hubungan positif yang signifikan dengan prestasi kerja. Tambahan pula, keputusan menunjukkan bahawa kepuasan kerja mempunyai kesan perantara kepada hubungan antara keselamatan kerja, sokongan organisasi, dan ganjaran dan prestasi kerja. Berdasarkan daripada hasil kajian, ia memberikan sumbangan kepada pembuat dasar untuk mengambil beberapa bantuan bagi menyelesaikan isu-isu yang sedia ada dan memastikan keselamatan kerja, sokongan organisasi, dan memberi ganjaran dan kepuasan kerja untuk doktor-doktor perubatan yang akan menghasilkan peningkatan dalam prestasi kerja doktor.

Kata kunci: prestasi kerja, keselamatan kerja, sokongan organisasi, ganjaran, kepuasan kerja

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CHAPTER ONE

INTRODUCTION

1.1 Introduction

This chapter underlines the background of the study, followed by the problem statement, research questions, objectives, significance, and scope of study. Then definitions and concepts used in the study are offered. Finally, the organization of the remaining chapters is also offered at the end of this chapter.

1.2 Background of the Study

Job performance is an essential element of the organization management. The job performance connects the achieved outcomes to meet overall organizational goals and objectives. Hence it becomes centrally important for the top management of every organization to pay utmost attention towards enhancing job performance of its employees. Like many other service organizations the hospitals are of utmost importance as these hospitals are concerned with human life. Therefore, it becomes important for the top management of any hospital to pay serious attention towards the job performance of medical doctors.

The profession of a doctor is physically and psychologically demanding because they have to work for long hours, coping with tough situations, carrying out a high volume of medical procedures and performing different roles. As professionals medical doctors are

never demanding and confrontational at work, most of the time they are trying to keep their feeling and personal harms at distant from interfering with their work that may compromise their personal life or privacy in order to stay updated in their field (Balch, Freischlag & Shanafelt, 2009).

Basically, medical doctors are essential complement of the patient in their interactive partnership. Medical doctors assist patients to heal through providing sufficient and relevant prescription remedy. The doctor and patient both have duties and responsibilities to one another (Royal College of Physicians, 2005). Basically medical doctors are accountable for increased life expectation of patients and better well-being in society. Hence the job performance of medical doctors becoming critically important as it can influence the life and death of the patient. Medical doctors perform humanitarian work in society (Royal College of Physicians, 2005).

Moreover, in certain circumstances, doctor's role may implicate the difference between life and death of patients. When modern medical technology coupled with medical doctors' care can offer patients diagnosed with terminal illnesses hope of living longer. Therefore, in considering medical doctors significant contribution to the patient health and well-being to the society, they are often being treated and admire highly close to the "God-like status" and meanwhile, patients oblige with doctor's advice and prescription in order to prompt recovery (Royal College of Physicians, 2005).

In Pakistan, medical doctors are considered as noble because of their nature of work that directly related to the lives of the people and society. However, medical doctors in Pakistan are not performing their duties well enough due to their frustration with their job that instigating them to abandon their job. According to Khan, Ahmad, Aleem and Hamed (2011) the medical doctors working in the public hospitals and private clinics use to walkout of their offices before the end of their duty time. This irresponsible behavior causes a lot of issues of negligence of the patients. The faltered behaviors also point a question over the job performance of these medical doctors (Khan, Ahmad, Aleem and Hamed, 2011).

Nemours studies report that factor including low job security, organizational support inclusion of supervision and interaction with co-workers, the work itself, pay and opportunities for promotions inclusion of monetary and non-monetary reward and job satisfaction affect job performance of employees (Opkara, 2002).

However, these studies have been conducted into various business settings there is very limited literature available investigating the impact of these factors over the job performance of the medical doctors in Pakistan (Ashford, Lee & Bobko, 1989; Davy, Kinicki & Scheck, 1991).

Meanwhile, other factors have positive influences on job performance such as organizational support, refers to organizations that always concerned about employee's health and value their efforts within the organization. Keeping justice in the organization,

managerial support, organizational rewards, work conditions, valuing employees, promotion at work, job security and autonomy are the antecedents that affects job performance (Eisenberger, Huntington, Hutchison & Sowa, 1986).

In addition, Torrington and Hall (2006) have enunciated on employee's performance to be improved when they are appreciated and praised properly. This is another way to improve job performance by giving them rewards with in organizations. They also stated that managers play a vital role in the organization by enhancing employee's performance through giving proper time, meeting and recognizing employees who have performed well.

In other researches, the researchers indicated mixed findings of the relationship between job satisfaction and job performance. Petty, McGee, and Cavender (1984) performed a meta-analysis on previous studies and found a positive correlation between job performance and job satisfaction, while Iaffaldano and Muchinsky (1985); Brayfield and Crockett (1955) conducted the same type of analysis and concluded that the correlation was very low. This evidenced in Pakistan where medical doctors are not satisfied with the development policies, care given to medical doctors, promotion, pay and several other factors and these are affecting their job performance (Kazmi, 2011).

Meanwhile, Ghazali, Shah, Zaidi, and Tahir (2007) suggested that due to social status, stress, workload and other personal problems the medical doctors of Pakistan were feeling disappointed from their jobs as a result their performance goes down. Their

performance becomes worse when they learn that there is lack of social life policies for them. Moreover, due to long hour working culture, medical doctors experience more conflict and fatigue that leads to depleting work performance (Spinks, 2004; Karatepe & Tekinkus, 2006). While considering medical doctors as human beings subjected to the feelings of emotional exhaustion, loss of trust and fatigue keeping in view the fore mentioned statement, when the data was collected, it revealed that same problems were being faced by the medical doctors in the selected population (Gaines & Jermier, 1983). These problems were being major challenges in the life of medical doctors and this was badly implicating their performance.

Moreover, improper planned health care has created more problems. As a result there is unreasonable ratio between medical doctors and nurses, deficiency of trained medical doctors, high turnover from rural to urban areas and abroad (Health Issues in Pakistan, 2012). As the service structures for medical doctors are not well defined. It favors tenure over competence, largely ignores technical capacities and does not allow incentives or rewards for performance. Due to these problems, the medical doctors in public hospitals and private clinics choose to be absent. They only come to mark their attendance, go away and are not available at the time of need or emergency. Sadly, these medical doctors' attitude towards their job is very poor which is badly impacting their job performance (Health Issues in Pakistan, 2012).

1.3 Problem Statement

According to Ghazali *et al.*, (2007) there were severe strikes by medical doctors in the province of Balochistan, followed by strike in Sind, Punjab and Islamabad due to the medical doctors disgruntled, who were unhappy with their job because of payment and benefits that they received, care given to medical doctors, development policies, promotion, job security and several other factors. This led them to start strike and stay out of their jobs. Due to the walk out of the medical doctors, it was not only implicating the patient's health or life but it has severe negative impact on their job performance (Khan *et al.*, 2011).

According to Khan (2014) medical doctors get USD 200 a month and they have to stay in the hospitals for as long as twenty hours a day and spend their weekends in the hospitals and they do not receive any benefit as an exchange. Due to this the medical doctors are feeling less satisfied and they go on strikes that pays the high price as patient's health and life are on stake (Khan *et al.*, 2011).

Moreover, Kazmi (2011) claims that due to absence of medical doctors in the strike 60 percent of the public hospitals and private clinics were out of service, in result 500 patients died. The reasons medical doctors go on strike was pay and promotion, supervision and relation with coworkers, job security, satisfaction with their job, care given to medical doctors and development policies and several other factors (Ghazali *et al.*, 2007).

In addition, the investigation about relationship among job performance and pay was conducted and it was found that job performance is affected by the pay (Nguyen, Taylor & Bradley, 2011) and promotion (Teseema & Soeters, 2006). Also, Brudney and Coundry (1993) have explained that there are different variables that can directly influence performance of the employee in the organization. They included such as relationship between pay and performance.

Thus, performances of employee and promotion have positive relationship with each other (Teseema & Soeters, 2006). This is consistent with Park, Mitsuhashi, Fey and Bjorkman (2003) conclude that if organizations want to increase employee's performance, promotional opportunities should be given to employees.

The other important reason for going on strike was the need of organizational support. The scholars previously found that the relation with co-workers, supervision, and level of salary, appraisal system, promotion and climate management are important factors. James (1996) suggests that working as a team means relationship with coworkers has significant impact on their performance.

Furthermore, Brunetto and Farr (2002) concluded that supervision of the manager increases the level of job performance. The productivity and performance of subordinates can be improved with supervision. The recognition of the achievements by the supervisors increases their job performance which is useful to solve the problems (Yen & McKinney, 1992).

According to Bolt (1983); Mooney (1984); Rosow and Zager (1985) they said that job performance decreases due to security of job. As well as Morris, Lydka and O'Creevy (1993) have the same view. Further, Rosenblatt and Ruvio (1996) found that some of the research was conducted on the job security and it was found that job performance is negatively correlated with job security. On the basis of said previously studies conducted the main factors like low job security, low wages, lack of promotion, low job autonomy, working conditions and the nature of work have negative effect on the level of job performance of employees (Ashford *et al.*, 1989; Davy *et al.*, 1991).

In the highlight of medical doctor's performance in Pakistan, however studies centered on the aspect of doctor's job performance is quite scanty and limited (Khan *et al.*, 2011). Moreover, there are many issues have not been addressed in the previous studies, especially needs and wants of the medical doctors in Pakistan.

Previously, there have been a few studies from a Pakistani perspective that try to establish a link between job performance and its antecedents; such as research by Khan *et al.*, (2011), focus on medical doctors at Punjab. However but none has focused exclusively on medical doctors at other provinces in Pakistan. Therefore there is a need to know the level of job performance among medical doctors working in the public hospitals and private clinics in other provinces in Pakistan.

Furthermore, Alamdar *et al.*, (2011) stated that job satisfaction and job performance are primarily related to each other. Especially in the Balochistan the medical doctors feel less

secure on their jobs; hence there is a need to further investigate the relationship between job security and job performance.

Moreover, the past literature suggests that the relative influence of job security, organizational support, reward and job satisfaction over job performance is greater than other individual level variables (Khan *et al.*, 2011; Ghazali *et al.*, 2007; Sultana *et al.*, 2009) suggesting its further investigation into different context of organizations and countries.

Hence, present study attempts to explore the mediating effect of job satisfaction over the relationship between job security, organizational support and reward (monetary and non-monetary) with job performance.

In order to understand workplace behavior the social exchange theory is known as most influential conceptual paradigm. If employees perceive that managers are very supportive, management make sure employees are secure, pays them appropriate rewards to contribute into their overall satisfaction, on the job the employees was reciprocate.

Thus, it is important to work upon in the doctor's job performance and factors that lead to it. Indeed there is a need to promote a closer examination of the relationships job security, organizational support, reward (monetary and non-monetary) and job satisfaction on job performance.

1.4 Research Questions

In the light of problem statement this study carried out to address the issues of the job security, organizational support, reward (monetary and non-monetary) and job satisfaction on job performance. Accordingly the following questions are compiled to further examine the matter.

1. What is the level of job performance, job security, organizational support, reward (monetary and non-monetary) and job satisfaction?
2. Are job performance, job security, organizational support, reward (monetary and non-monetary) and job satisfaction significantly related?
3. Do job security, organizational support, reward (monetary and non-monetary) and job satisfaction influence job performance?
4. Does job satisfaction mediate the relationship between job security, organizational support, and reward (monetary and non-monetary) as independent variables and job performance as dependent variable?

1.5 Research Objectives

Generally, this study aims to examine factors that might influence job performance among medical doctors in the public hospitals and private clinics. Therefore, to answer the research questions posted above, the following research objectives were formulated:

1. To determine the level of job performance, job security, organizational support, reward (monetary and non-monetary) and job satisfaction.
2. To examine the correlation between job performance, job security, organizational support, reward (monetary and non-monetary) and job satisfaction.
3. To examine the influence of job security, organizational support, reward (monetary and non-monetary) and job satisfaction on job performance.
4. To examine the mediating effect of job satisfaction on relationship between job performance and job security, organizational support, reward (monetary and non-monetary).

1.6 Significance of Study

It is expected that, the findings from this study may benefit both scholars and practitioners regarding methods to increase doctor's job performance. From the theoretical perspective, the potential findings from this study may contribute to the current body of knowledge on organizational behavioral study. Apart from that, the findings from this study may also provide an effective contribution to the organization especially in the public hospitals and private clinics on the method of enhancing doctor's job performance.

Further, the study provide empirical evidence on the role of job security, organizational support, reward (monetary and non-monetary) and job satisfaction on job performance. Thus, helping the management or administration to identify and focus on the most

important and critical factors in achieving high performance of the medical doctors. This is a broader contribution that extends beyond the public hospitals and private clinics in Pakistan.

1.7 Scope of the Study

This study examines the relationship between job security, organizational support, reward, job satisfaction and job performance of public hospitals and private clinics in Pakistan, as the Public hospitals and private clinics are the only two dominant health service providers in the country. Participants of this study are medical doctors. They were considered to be the right respondents for this study as they report to the public hospitals and private clinics, and hence would be able to provide feedback on job security, organizational support, reward, job satisfaction and job performance (Khan *et al.*, 2011). Moreover, Khan *et al.*, (2011) examine factors that might influence job performance of the medical doctors in the public hospitals and private clinics. Nevertheless, information concerning job performance serves as a critical element in healthcare industry. Hence, public hospitals and private clinics under the Ministry of Health were selected as they are the major provider of healthcare services, with involving (83338) medical doctors from Punjab and Balochistan provinces in Pakistan. The Pakistan has huge geographical area therefore it would be difficult to collect data from every corner of the country. Looking into the time, reach and cost related concerns, the present study employed to collect data from the province of Punjab and Balochistan only.

A quantitative cross-sectional survey was carried out for this study over a period of four months, from October 2014 until January 2015. Data were collected on demographic items, job security, organizational support, reward, job satisfaction and job performance. The Job Performance Questionnaire developed by Rehman (2009) was used to measure the medical doctors' job performance. The Job Security Questionnaire developed by Kraimer (2005) was used to measure the constructs of job security. The Organizational Support Questionnaire developed by Eisenberger (2002) was used to measure the organizational support. The Reward Questionnaire developed by Mokhtar (2012) was used to measure the reward. The Job Satisfaction Questionnaire developed by Rehman (2009) was used to measure the medical doctors' job satisfaction in public hospitals and private clinics. Finally, the correlation and multiple regressions were used to analyze data and report the relationships.

1.8 Operational Definitions

This section puts forth operational definitions for all the variables of interest examined in this study.

1.8.1 Job Performance

Job performance is being defined "as results and outcomes, and it as the history of produced results of a certain determined activity or in a certain position" (Ainsworth & Smith, 1993; Bernardin *et al.*, 1995; Robertson, Callinan & Bartram, 2002).

1.8.2 Job Security

Job security is defined "as one's expectations about continuity in a job situation" (Borg & Elizur, 1992; Greenhalgh & Rosenblatt, 1984; Greenhalgh & Sutton, 1991; Jacobson, 1991).

1.8.3 Organizational Support

Organizational support refers to "the extent to which the organization cares about their well-being and values employees contributions" (Eisenberger, Huntington, Hutchison, & Sowa, 1986).

1.8.4 Reward (monetary and non-monetary)

According to Maund (2001) "Rewards can be used to improve performance by setting targets in relation to the work given". When the employee surpasses their target, he or she can be given an additional amount to their salary; this was making them strive to achieve more. There are two major categories of rewards: monetary and non-monetary (Armstrong & Murlis, 2005; Milkovich & Newman, 2008). The former includes fixed (i.e. salary and benefits) and variable rewards (i.e. incentives contingent upon individual, group, or organization performance). The latter also includes tangible rewards provided and controlled by firms (Kanungo & Hartwick, 1987). By more precisely identifying and understanding the performance implications of an organization's total reward

infrastructure, monetary (i.e. basic salary, benefits, and individual, group or organization-based performance incentives, promotion) and non-monetary rewards (i.e. recognition, alternate work arrangements, and training and development).

1.8.5 Job Satisfaction

Spector (1997) says "job satisfaction is simply how people feel about their jobs and different aspects of their jobs. It is the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs".

1.9 Organization of Chapters

This is the first of the five chapters of the report. Chapter Two gives a detail review of the literature on job performance. The concepts of job performance and how factors such as job security, organizational support, reward (monetary and non-monetary reward) and job satisfaction influence job performance are also presented. The chapter concludes with a discussion on the variables tested in the study.

Chapter Three describes the research method for the study. The chapter reports the selection of the respondents, sample types and size, the development of the questionnaire for the research, and the survey process and data collection procedure. Chapter Three ends with a brief description of the strategies and procedures that were used to analyze data collected from the survey.

Chapter Four discusses the findings while simultaneously reflecting on the prior literatures reviewed and the impact of the findings. Also explains the proper analytical tests used to test the research hypothesis, and presents the results and discussion. Lastly, the chapter five, summarizes the findings and presents the conclusions. Based on the

conclusion, recommendations are made for future studies, and implications for practice are offered.



CHAPTER TWO

REVIEW OF LITERATURE

2.1 Introduction

In this chapter the detailed review of the literature on the relevant areas is presented. The salient literature reviewed in this chapter includes a historical perspective of job performance, a discussion of different factors affecting job performance, and its relevance to medical doctors performance in public hospitals and private clinics, the importance and relationship of job security, organizational support, reward (monetary and non-monetary) and job satisfaction on job performance.

2.2 Job Performance

Different researchers explain the concepts and definition of job performance in various ways.

2.2.1 Concept and Definition of Job Performance

Job performance is a term used to show how well an employee performs his or her work-related duties. According to Ainsworth and Smith (1993); Bernardin and Beatty (1984) and Robertson, Callinan and Bartram (2002) the performance can be defined as results and outcomes, and it as the history of manufactured results of a certain firm activity or in a certain position.

Despite, various authors like Robertson, Callinan and Bartram (2002); Bartram (2000); Campbell, McCloy and Sager (1993) think that job performance is the sum of behaviors that employee controls in a certain circumstance within the organization which is directly linked with the organizational objectives (Schmitt & Chan, 1998). In the same way Robertson, Callinan and Bartram (2002) are of the opinion that if evaluating behaviors can be changed separately; performance is understood as an interrelated series of behaviors.

Taylor (1911) argued that organizations should identify and standardize the main proficient actions needed to perform a job to increase employee's performance. Therefore, the focus here remains on mechanization rather than the human side of the organization (March & Simon, 1958).

After two decades, Mayo and his team contained the legacy when he conducted a study on Western Electric Hawthorne plant. In doing so, Mayo and his team discuss individual tasks successfully and provoked several others to study individual and organizational factors more in depth. Therefore, they revealed that employee's job performance was affected by physical environment, the social interactions of employees and managerial decisions (Mayo, 1933).

Besides, job performance studies those just mentioned private sector organizations that are highly profitable and thus are dependent on job performance. Despite that the public

sector main objectives is to increase job performance that has been undergoing a series of reforms since the 1990s (Osborne & Gaebler, 1992).

Hence, job performance is a multifaceted construct which has been defined from results and outcomes to serious of behavior or behaviors. Besides this it has also been suggested in the literature that further investigation of the construct is deemed necessary particularly in the presence of the factors such as job security, organizational support, reward and job satisfaction.

2.2.2 Predictors of Job Performance

There are various studies carried out to determine factors that influence job performance. Naff and Crum (1999) examine those individuality related with job performance of public employees. The result revealed employees job performance was affected by supervision, co-workers, race, and gender, grade-level and job type.

As well as, another study examined numerous factors and their relationship with job performance (Bright, 2007). Moreover, other researchers Campbell (1990); Campbell, McCloy, Oppler, and Sager (1993); Kanfer (1990); Roe (1999) agreed that when conceptualizing performance should be differentiated between an input (i.e., behavioral) and an output of performance.

The behavioral aspect denotes that what an individual does in the work situation the behavior has to be gathered in such a way as medical doctors go on round, attend patients, operations, handling emergency cases and performing heart surgery. Again in social exchange theory, several theorist have generally agreed that social exchange theory involves interactions which create obligations (Emerson, 1976) and these interactions are seen interdependent and contingent on the actions taking by another party (Blau, 1964). However, in performance concept every behavior was not enumerate but only the behavior which is related to organizational goals: as Campbell *et al.*, (1993) says that, performance is what the organization hires one to do, and do well. Thus, asserters from several researchers Ilgen and Schneider (1991); Motowidlo, Borman, and Schmit (1997) give their own definition that performance is not the action itself but, it is judgmental and evaluative processes.

Moreover, Campbell *et al.*, (1993) emphasizes that merely the actions which can be dignified, i.e., scaled, is reflected to comprise performance. Therefore, individual's behavior is referred as the outcome aspect. The above described behaviors may be resulted in outcomes such as numbers of engines gathered, reading comprehension skill, sales figures and successful heart operations. Although in many cases empirically the behavioral and outcome features are associated, but they didn't go beyond completely.

Primarily, some of the researcher's claims that leadership, substitute for leadership, knowledge worker, leadership effectiveness, job satisfaction have direct influence on job performance (Wang, 2013). Another researcher Berth, Hetty, Hanne Gunter, and Filip (2012) found that job security, job demands, job stress, social support, uncertainty

management predict job performance. Meanwhile, Louis Rich (2010) found that organizational support and core self-evaluations have a significant association with job performance.

In addition, some factors like budgetary participation, information asymmetry, goal commitment, role ambiguity also have direct relationship with job performance as insisted by (Jermias &Yigit, 2013). Further, Mohammad Aarabi, Subramaniam and Akeel (2013) concluded motivation, employees in service, pay, promotion, job security, freedom, friendly environment and training positively correlated with job performance.

Previous researchers have conducted job performance with different variables, where some results were positive and some were negative. Such inconstant findings propose the presence of variables that may alleviate the overall adverse effect on job performance. The above review of the literature suggests a comprehensive list of the factors that can predict job performance. Moreover the literature further recommends the investigation of the job performance in the light of job security, organizational support, reward and job satisfaction (Khan *et al.*, 2011; Ghazali *et al.*, 2007).

2.3 Job Security

Job security is defined in different ways in the literature. Greenhalgh and Rosenblatt (1984) define job security as the perceived powerlessness to maintain the desired continuity in a threatened job situation. Meanwhile, Heany, Israel and House (1994) refer job security as the perception of a potential threat to the continuity of the current job.

Other researchers, Sverke, Hellgren and Naswall (2002) have concluded job security as the subjectively experienced anticipation of a fundamental and involuntary event related to job loss.

Meanwhile, the medical doctors in Pakistan perceive their jobs to be insecure due to job loss threat and related worries (Witte, 1999; Sverke, Hellgren, Naswall, Chirumbolo, Witte & Goslinga, 2004). However, the concern regarding future of current job is most closely related to the common denominator of many definitions in this area (Sverke & Hellgren, 2002; Van, 1990).

Next according to Witte (2005) the job security is defined from two elements which are subjective perspectives and objective situation. According to which the objective situation may be understood the employees in different ways. Whereas the subjective conceptualization of job security is to worry about in secure future.

In addition, those employees who feel insecure in their job they cannot concentrate on their work properly because of being unclear of the action taken against them by the organization. The involuntary nature of jobs security is referred in many definitions (Greenhalgh & Rosenblatt, 1984; Sverke & Hellgren, 2002). The research domain of job security is not focusing on those employees who have intentionally chosen an unclear job status. So medical doctors in Pakistan they are not sure about their job that how much they are secure in their job, when their contract was be finished.

Furthermore, the insecure employees experience a difference among the preferred level of security and perceived level of security being offered by their employer. In many definitions a feeling of powerlessness is highlighted (Greenhalgh & Rosenblatt, 1984). To protect the preferred job continuity, mostly job security cause feelings of helplessness. Besides, others researchers differentiate between quantitative and qualitative job security. The loss of job itself refers to the quantitative job security: People are unsure about their job whether they were hold actual job or become jobless. The continuous existence of valued aspects of the job, such as pay, autonomy, responsibility, working hours, supervision and the job content refers to qualitative job security (Hellgren, Sverke & Isaksson, 1999).

Job security is also defined as employee expectations about stability in a job situation. This definition is beyond the employment continuation concern of an employee in a given job and or organization. It includes fear over loss of enviable job features such as opportunities, lack of promotion, current working conditions and long-term career opportunities (Borg & Elizur, 1992; Greenhalgh & Rosenblatt, 1984; Greenhalgh & Sutton, 1991; Jacobson, 1991).

The first point about job security in various studies is a subjective guess about one's chances of job loss, which is based on objective situations, e.g. contractual job in the organizations and reduction in size of employees (Stassen, 2004; Klandermans & Van, 1999).

In line with that, because of scarcity of the resources workforce may perceive high and low job security, i.e. increase in salary and promotion opportunity. The flat organization's trend of having a few hierarchal levels also results in limited opportunities for the straight-up advancement. Research reports that those organizational circumstances which are characterized by insufficiency of resources tend to attract more supporting activity than situations which are not so characterized (Bhatnagar, 1992).

Specifically the medical doctors in Pakistan perceive their jobs to be insecure due to job loss threat and other related worries which directly influence their job performance. As one's own perception with regards to continuity in a job situation is seen very critical. The literature suggests that the further investigation of job performance in the presence of job security is required.

2.3.1 Relationship between Job Security and Job Performance

Empirical research suggests that there is a significant relationship between job security and job performance (Gabris & Simo, 1995). Similarly, Miller, Erickson and Yust (2001) found that when job security is low the performance of employees in the organization is also low. Other researches examine that employee's performance goes down when they start worrying about job loss (Domenighett, 2000; Ozyaman, 2007).

Moreover, researches on this topic Senol (2010); Poyraz and Kama (2008); Ozyaman (2007) suggest that job security provide employees with high level of contentment.

Poyraz and Kama's (2008) conduct a research on hotel staff, in which job security plays an important role in the hotel as it changes inappropriate behavior and the perception of quit the job. Low job security was the reason for high turnover, as well as their low performance in organization.

However, several studies have focused on job security as an important contentment for job performance. Job security has been known as one of the constant worry presented in work environment, prominent to a list of disadvantageous outcomes, as well as impaired health and well-being, bad attitudes toward the job, most significant study and decreased job performance (Cheng & Chan, 2008; Gilboa, Shirom, Fried, & Cooper, 2008; Sverke, Hellgren & Naswall, 2002).

Similarly, the negative relationship between job security and job performance can be implicit theoretically in two broad ways: the first focuses on cognitive reasons and the second one focuses on affect-based mechanisms. The cognitive reasons are the idea that as a breach of the psychologically with their employer, workers may perceive job security. The psychological theory refers to the set of implicitly or explicitly given promises involving entitlements and duties between employee and employer, as perceived by the employee (Conway & Briner, 2005).

Further, in psychological theory job security is an important factor of the so-called old deal Millward and Brewerton (2000) being generally characterized by a relational orientation providing job security on the part of the employer in exchange for loyalty on

the part of the employee (Rousseau, 1995). Majority of the employees is still expecting job security as a basic aspect of their psychological relationship with job performance (Cuyper & Witte, 2007).

Therefore, for those who look forward to job security, produces an inequality in the social exchange relationship between employer and employees and present a breach of psychological contract expectations (Cuyper and Witte, 2006, 2008). After psychological breach has arisen employees are often motivated to show less loyalty and contribution to the organization in terms of job performance, to retain balance to the exchange relationship (Jensen, Opland & Ryan, 2010; Sheppard, Lewicki & Minton, 1992).

According to this cognitive explanation, the understanding of job security as violation of agreement is highlighted and work investment is intentionally condensed to reinstate injustice, as result, levels of performance reduces. The cause and effect based justification emphasizes that insecure employees are uncertain about their future job, present job loss, permanent job or loss of valued job features (Sverke *et al.*, 2002).

Insecurity extracts feelings of powerlessness, overwhelmed and alienation (Witte, 1999; Sverke *et al.*, 2002). By way of contrast individuals who perceive they have low level of control are more likely to understand the environment as stressful, who perceive they have high level of control and individuals are emotionally unstable and show more tension (Spector, 2002).

Hobfoll's (1989) conservation of resources theory argues that in such stressful situations, high job security people was make an effort to limit loss of (job) resources, for instance, by developing a detached attitude to the job, which in turn can lead to poor levels of performance (Bakker, Emmerik, & Riet, 2008). Along the same lines, Hockeys (1993) control model of demand management predicts that employees was mobilize extra resources to deal with the stressor i.e., uncertainty, which in the long run was deplete the available resources that are needed to achieve job tasks.

Hence, this set of explanations broadly claims that feelings of job security lead to a wearing out of the physical and psychological resources of the individual worker, and consequently result in decreased attempt. Empirical evidence is generally support the view that job security is negatively associated with different types of job performance. e.g., high levels of job security have been found to relate negatively with self-rated job performance (Stassen, 1993; Cuyper & Witte, 2006; Rosenblatt, Talmud, & Ruvio, 1999).

Few studies even reported a positive relationship between job security and job performance and some studies, however, failed to find any significant relationship (Ashford, Lee, & Bobko, 1989) and (Probst, Stewart, Gruys & Tierney, 2007; Staufienbiel & Konig, 2010).

Thus, the findings from previous research indicate mix results on the relationship between job security and job performance. Employees perform better when they feel safe

in the organization. Furthermore, the conclusion from previous research indicates that employee's performance on the job is affected by how secure those employees feel in their job. Based on this it is imperative to study job performance in the presence of job security.

2.4 Organizational Support

In the literature, organizational support has been defined in different ways. Eisenberger, Huntington, Hutchison and Sowa (1986) explain organizational support as employees in an organization from universal beliefs concerning the extent to which the organization values their assistance and cares about their well-being. Meanwhile, Allen & Rush (1998) also define organizational support as how much the employees are valued by organization's cares and contributions about them.

Moreover, organizational support formed by reason of job conditions and creation of positive employee attitude and behavior is provided by some human resource practices. Fair treatment, rewards and favorable job conditions and supervisory support showed a positive association with organizational support (Rhoades & Eisenberger, 2002). On the other hand employee's effort in the organization is reinforced by, organizational support, resulting in greater efforts to accomplish the companies' goals (Eisenberger *et al.*, 1986).

In other view, organizations which are perceived to be secure, trustworthy, predictable, and clear in terms of behavioral consequences, individual would feel safe and supported by the organization. Besides, Kahn (1990) mentioned that employees in an organization

experience job security, as a result of supervisory support and co-worker support working with others in their organization. Individuals, who trust their colleagues in supportive organizational surroundings, are able to live in reality, take risks and perhaps without fear of failing the results (Kahn, 1990).

Organizational support is a thought that develops through workers relationship with organizational managers such as supervisor and reflects employee's beliefs regarding the extent to which the organization values their contributions and concerns about their interests (Eisenberger *et al.*, 1986).

In addition, employees who perceive high organizational support have secure and positive expectations concerning the company's likely reaction to employee's contributions as well as their faults, and thus they have less reason to fear as a result of investing themselves fully into their job responsibilities (Edmondson, 1999).

Hence, medical doctors perceive themselves as performing better when they view that organizational support is given to them. The important conclusion from past research indicated that medical doctors' performance on the job is affected by how doctor perceives that organizational support is given to them.

2.4.1 Relationship between Organizational Support and Job Performance

According to Gouldner (1960) suggested that when an employee deal with his or her employer he must have the responsibility to respond positively. Eisenberger and his colleagues (e.g., Armeli, Fasolo, Eisenberger, & Lynch, 1998; Eisenberger *et al.*, 1986) argued that high organizational support leads to an obligation to refund the organization for its attention to socio emotional needs. This motivating responsibility to reciprocate yields increased performance and greater effort (Eisenberger, Fasolo, & Davis-LaMastro, 1990).

Moreover, assistance are provided to workers by high levels of organizational support (Kraimer, Wayne, & Jaworski, 2001), not only in stipulations of socio emotional needs but also in terms of equipment, ideas, funding, technology, and physical assistance (Eisenberger *et al.*, 1986). Lacking of such resources, it is very difficult to achieve quality work and performance expectations from the employees in the organization. Accordingly, the positive relationship between job performance and organizational support is based on social exchange theory. To achieve the organizational goals and objective, organization must support and provide resources to the employees.

Similarly, considering organizational support in expressions of resource allocation, the researcher applies different theories to explain the shared relationship between organizational support and socialization skill on job performance. The researcher previously found that environmental factors are the significant source of job satisfaction

(Lambert *et al.*, 2001). The vital factors include the level of salary, climate management, promotion, appraisal system and relation with co-workers.

Further, James (1996) argues that the group of people work in a group has positive impact on the level of job satisfaction of employees, as it direct affects their job performance. For increasing satisfaction level of employees it is necessary to know the importance of these factors. In addition, the researcher founds the factors like pay, satisfaction with co-workers and promotion that influence the employee feeling towards job satisfaction (Schermerhorn, Hunt & Osborn, 2005). While, Velez (1993) argued that by the help of interaction and socialization among employees the performance can be increased and absenteeism can be decreased. Further, Brunetto and Wharton (2002) mentioned that the level of job satisfaction in the public sector employees can be increased by supervision of the immediate manager. Also Sultana, Riaz, Hayat and Sabir, (2009) found that organizational support does not influence job performance in hospitals. Meanwhile, the performance of lower managers can be enhanced by supervision and actions taken by the managers. The gratitude of the success by the supervisors directs toward job satisfaction and useful to problem solving (Yen & McKinney, 1992). Opkara (2004) conducted the study of IT managers and found that with the help of supervisions the job satisfaction among managers can be increased.

Similarly, it was different found that supervisor's relationship and social relation had little influence on job satisfaction at workplace (Brown & McIntosh, 2003). Furthermore, job satisfaction of the lower manager improves by the supervision of supervisor and it is

also useful for the daily routine problems. The performance of the lower manager is important towards the managerial actions and supervision of the workers (Yen & McKinney, 1992).

In view of the numerous evidences supporting the above discussions, the researcher submits that there is a relationship among the two variables, which are organizational support and job performance. Consequently, previous studies concluded that organizational support including supervisory support and co-worker support was enhance job performance of employees.

2.5 Rewards

In modern organization reward is categorized in two distinct ways: monetary reward and non-monetary reward (Armstrong & Murlis, 2005; Milkovich & Newman, 2008). The monetary rewards include fixed (i.e. salary and benefits) and different unpredictable rewards (i.e. incentives contingent upon individual, team, or organization performance). The non-monetary rewards also include tangible rewards provided and controlled by organizations (Kanungo & Hartwick, 1987).

Instead, employees did not get any benefit from tangible rewards. Examples include recognition, training and development opportunities and alternate work arrangements. Although monetary reward have a long history, increasing strain on companies to control

or lessen costs has led to the performance in production and discriminating use of non-monetary rewards (Wah, 2000).

Managers can use different type of rewards to express employee behaviors and ally employee–employer interests together (Eisenhardt, 1989). The expectancy view also suggests that motivational level become very high when a behavior is extremely active, achieving valet outcomes (Porter & Lawler, 1968). To support viable strategies, such as quality, improvement and clear focus on the needs of current and potential customers incentive oriented rewards are commonly used (Allen & Kilmann, 2001; Shaw, Gupta & Delery, 2001). Salary and benefits, by contrast, are more oriented towards rewarding efficiency, past performance and short-term objectives (Galbraith & Merrill, 1991), and to encourage everyday life and less risky behavior (Gomez-Mejia & Welbourne, 1988). On the other hand, non-monetary rewards are dissimilar in terms of their motivational characteristics. Becker (1983) stated that to raise human capital and other non-monetary performance outcomes training and development is necessary, i.e. to promote self-esteem and competence appreciation is believed to is used (Bartol & Srivastava, 2002), which provides strong internal motivation (Deci & Ryan, 2000).

Further, Armstrong and Murlis, 2005; Milkovich and Newman, 2008 stated that organizations can more effectively align desired behaviors with strategic performance priorities by more precisely identifying and understanding the performance implications of an organization’s total reward infrastructure, monetary (i.e. basic salary, promotion, benefits and individual, group, and organization-based performance incentives) and non-

monetary rewards (i.e. recognition, training and development and alternate work arrangements).

Thus, the above literature recommends that rewards in the shape of monetary and non-monetary play critical role in enhancing the job performance of employees. The relationship between the two is further reported in the following section.

2.5.1 Relationship between Rewards and Job Performance

To improve performance, rewards can be used by setting goals and objectives in relation to the roles given to the employees by the organization. Employees should be given an additional amount to their wages when he or she surpasses their target, this was making them to struggle more to achieve aims and objectives they have set (Maund, 2001).

Researchers have proven that human beings improve their performance when they are appreciated and praised properly. Praise could be shown in different ways in the organization such as in newsletters, meetings or in other gatherings. When managers meet and recognize the employees who have performed well in their duties, it plays a vital role in enhancing employee's performance. This could be another way organization can apply reward as to improve performance of the employees within the organization (Torrington & Hall, 2006).

Moreover, organization should praise employees every so often. This was improving the performance of employees very often as compared to given reward to them once a year.

That is the reason why common rewards are easily linked with employee job performance (Thomson & Rampton, 2003).

As well as organization can use reward system to increase the output of the employee by personalizing the reward. Employees were not value such a system if it tends to be so common. Those employees, who have good track record in the organization, can use appraisal or promotional rewards to increase their performance. Managers should pay attention to the employees who perform well. Performance is also multidimensional (Campbell, McCloy, Oppler & Sager, 1993; Viswesvaran, 2001).

Since, organizational function in highly competitive, a dynamic and often worldwide business, they must now focus on short-term economic performance dimension (e.g. profitability) to include comprehensive, more strategic, and non-monetary aspects (e.g. learning) in order to distinguish themselves from their competitor (Kaplan & Norton, 1996).

To link the company's strategy with performance for its employees both monetary and non-monetary performance dimensions are used. Moreover, organizational performance is supported and aligned with employee's performance to direct and motivate the employees to achieve present business imperatives. Further, the importance of innovation, quality, knowledge, flexibility and acquisition are broadly conceded as being important to competitive job performance (Danneels, 2002; Hull & Rothenberg, 2008; Janssen, Vliert & West, 2004; Parasuraman, Berry & Zeithaml, 1991).

As knowledge based theories suggest that, competitive performance aspects are favorably important to organization aptitude and competencies and eventually advantage over its competitors (Barney, 1991). From an organization's strategic priorities workers performance requirements are derived. When these business needs cascade down to the individual level, companies' must grapple with the development of distinctive performance capabilities, such as quality, learning, creativity and flexibility (Amit & Schoemaker, 1993; Coff, 1997).

Such people oriented performance dimensions such as interpersonal skills and team work not only contribute to an organization's psychological and social atmosphere but are similarly viewed as important to competitive advantage (Aguilar, 2003; Podsakoff, MacKenzie, Paine & Bachrach, 2000).

Thus, recognizing the performance implications of different monetary and non-monetary rewards is critical to achieving desired performance and aligning rewards with an organization's performance priorities, whether they may be people oriented or economic. In terms of individual characteristics, conduct, and effect several attempts have been made to depict employee job performance (e.g. Borman & Brush, 1993; Campbell *et al.*, 1993; Hunt, 1996).

This study adopted Bateman, Neill and Kenworthy (2002) categorization of performance, namely monetary i.e. effectiveness, efficiency, profitability, economy, productivity and competitive i.e. quality, flexibility, innovation and knowledge and skill acquisition, and

people i.e. loyalty, interpersonal skills, and group work dimensions. These aspects reflect the main performance expected of employees and are also considered key to a firm's competitive success (Viswesvaran, 2001).

Thus, findings from the past research on the relationship between rewards and job performance reveal that there exist mix results. Therefore there is a need to further look into this relationship.

2.6 Job Satisfaction

The usage of job satisfaction in scientific research is in wide range, as well as in daily life, but still there is a lack of general hormone what job satisfaction is. In fact there is no final definition for job satisfaction. So before defining job satisfaction the importance of work and nature as a universal human nature need to be consider (Aziri, 2011).

Different authors define job satisfaction with different approaches. Most of the commonly cited definitions on job satisfaction are study in the text that follows. Hoppock (1935) define job satisfaction as any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job.

According to this approach although there are many external factors that affect job satisfaction directly, but there are some internal factors that have to do with the way how

the employee feels (Hoppock, 1935). Vroom in his definition on job satisfaction focuses on employees how they perform their roles in the work place. Thus, the researcher defines job satisfaction as affective orientations on the part of individuals toward work roles which they are presently occupying (Vroom, 1964).

Basically, in organization employees have both positive and negative attitude and feeling towards their work. Meanwhile, when employee get the job in the organization, bring it needs and wants, and experiences which determinates prospect that he has fired. Job satisfaction represents the extent to which expectations are and match the real rewards. Individual behavior in the organization closely linked to the job satisfaction (Davis & Nestrom, 1985).

Moreover, Locke and Lathan (1976) give a complete definition of job satisfaction *as pleasurable or positive emotional state resulting from the appraisal of one's job or job experience*. Also, job satisfaction is a result of employees perceives those things which are provided by the organization are viewed as important. According to Mitchell and Lasan (1987) they stated that job satisfaction is the most important and frequently studied attitude. Meanwhile, according to Luthan (1998) there are three important aspects to job satisfaction:

- Job satisfaction can be defined as the emotional comeback from a job situation. Job satisfaction intangible, it can only be implied.
- How good outcome meet or exceed expectations is often determined by job satisfaction. For instance if employees in the organization feels that they are working

more complex and extra work as compared to others and they are receiving less reward, their attitude was be negative towards the boss, job and other coworkers. Despite that, if employees in the organization feel that they are treated very well in the work and as compared to others and they are receiving more reward; their attitude was be positive towards the boss, job and other coworkers. As George Homans (1958) explain these phenomena in his social exchange theory.

- Several correlated attitudes which are most important attribute of a job about which people have efficacious response is represented by job satisfaction. According to Luthan (1998) the work itself provides salary, supervision, promotion opportunities, and coworkers.

2.6.1 Relationship between Job Satisfaction and Job Performance

The study of the association between job satisfaction and job performance has a controversial history. The Hawthorne (1930) studies are basically on the effects of employee attitudes on job performance often help in making researchers aware. Shortly researchers began taking a critical look at the notion that a happy worker is a productive worker. After the Hawthorne studies, most of the earlier literature review suggested a weak and somewhat contradictory relationship between performance and job satisfaction. Further, review of various literatures reveals that the statistical relationship between job satisfaction and job performance was low among employees (Iaffaldano & Muchinsky, 1985). Moreover various authors concluded that the relationship between performance

and job satisfaction was not real and just a management trend. Fore mentioned study had a positive impact on researchers, and in some cases on organizations too, while some human resource practitioner's and managers concluding that the relationship between performance and job satisfaction was unimportant (Iaffaldano & Muchinsky, 1985).

According to Organ (1988) the job performance is directly proportional to employee's performance and behavior, means that the employees are satisfied with their job they will portray a positive behavior. Furthermore that will also improve their job performance.

In addition, Judge, Thoresen, Bono, and Patton (2001) found that the average correlation between job satisfaction and job performance is higher when the correlations are appropriately corrected. Moreover, the relationship between performance and job satisfaction was found to be even higher for professional jobs than for less complex jobs. Thus, converse to previous reviews, it does appear that for professional jobs, job satisfaction has a positive and stronger relationship with job performance.

An often-studied facet of organizational behavior is job satisfaction, which indicates how satisfied employees are with their current duties. As early as the 1920s, scholars commonly assumed that job satisfaction was related to performance (Petty, McGee & Cavender, 1984); that is; satisfied employees were expected to be more productive than disgruntle ones. As a result, human relations theories have often been expressed as an effort to increase performance by satisfying the needs of workers (Vroom, 1964).

Despite the earlier widespread acceptance of this belief, the hypothesis has not been consistently validated by studies that have examined the relation between job satisfaction and performance (Brayfield & Crockett, 1955; Iaffaldano & Muchinsky, 1985; Petty *et al.*, 1984). However, Petty *et al.*, (1984) performed a meta-analysis on previous studies and found a positive correlation between job performance and job satisfaction, while (Iaffaldano & Muchinsky, 1985) conducted the same type of analysis and concluded that the correlation was very low.

From the perspective of research and practice, the most important employee attitude has been the job satisfaction (Saari & Judge, 2004). In his 1976 seminal review of the job satisfaction literature, Locke observed that more than 3300 scholarly articles had been published on the topic of job satisfaction (Cole & Cole, 2009); whereas, Harter, Schmidt & Hayes, (2002) search yielded another 7,855 articles having been published between 1976 and 2000 (Cole & Cole 2009). One of the most frequently used research definitions of job satisfaction is by Locke (1976) who defined it as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. It is an attitudinal variable that has been explored both as an overall evaluation of the job (global satisfaction) and as a cluster of attitudes relating to different aspects of the job (facet satisfaction) (Saari & Judge 2004; Markovits, Davis, Fay & van Dick, 2010).

Three major influences on job satisfaction have been study in the literature: situational influences, dispositional influences, and cultural influences (Saari & Judge, 2004). While the focus of research has been on the influence of the work situation on satisfaction, in

the past two decades there is also a small, but growing, body of research on dispositional and, particularly, cultural influences on satisfaction with the job (Saari & Judge, 2004).

For this reason, the study of the relationship between job satisfaction and job performance has a controversial history (Saari & Judge, 2004). A review of the literature in 1985 suggested that the statistical correlation between job satisfaction and performance was about 0.17 (Iaffaldano & Muchinsky, 1985). However, in a more recent and comprehensive review of 301 studies, Judge, Thoresen, Bono and Patton (2001) found the average correlation between job satisfaction and job performance.

Although it has been more common to investigate the satisfaction–performance relationship at the individual level, a few studies have explored this relationship at the organizational level of analysis (Cole & Cole, 2009). While, Ostroff (1992) investigated the relationship between job satisfaction and job performance. In addition, Ostroff (1992) also found that teacher satisfaction was related to school performance: organizations with more satisfied employees tended to be more effective than organizations with less satisfied employees.

Similarly, further a study conducted by Ostroff (1992) on the relationship between job satisfaction and organizational performance revealed that teacher satisfaction was related to school performance. However, dimensions like job performance, Performance appraisal and complex jobs have insignificant influence on job satisfaction.

Likewise, such an incoherent result suggest the presence of mediating variables that may mitigate or even reverse the overall negative impact of job satisfaction on job performance. In this study, the researcher examine the possibility that job security, organizational support, reward was mediate the job satisfaction–performance relationship.

2.7 Theory of the Study

The Social Exchange theory is employed herein to underpin the theoretical framework. The further explanation is provided in the subsequent section.

2.7.1 Social Exchange Theory

Sociologist George Homans (1958) introduced social exchange theory. Social Exchange theory according to him is defined as *the exchange of activity, tangible or intangible, and more or less rewarding or costly, between at least two persons*. In order to understand workplace behavior the social exchange theory is known as most influential conceptual paradigm.

The social exchange theory bridges the link between anthropology, social psychology and sociology (Malinowski, 1922; Mauss, 1925; Firth, 1967; Sahlins, 1972; Gouldner, 1960; Homans, 1958; Thibault & Kelley, 1959; Blau, 1964). Theorists have generally agreed that social exchange theory involves interactions which create obligations (Emerson, 1976) and these interactions are seen *interdependent and contingent on the actions taking*

by another party (Blau, 1964). It is centrally emphasized in social exchange theory that these interdependent transactions are able to develop high quality relationships.

Social exchange theory proposes that social behavior is the result of an exchange process. If employees perceive that managers are very supportive, management make sure employees are secure, pays them appropriate rewards to contribute into their overall satisfaction, on the job the employees was reciprocate. In doing so, the social exchange Theory underpins the relationship between job security, organizational support, and rewards with job performance mediated by job satisfaction.

2.8 Conclusion

This chapter has explained the concept and practical aspects of job performance and also elaborated at length elements of job security, organizational support, reward (monetary and non-monetary) and job satisfaction as potential variables in influencing level of employees' job performance. The task was approached in the tradition of an empirical research where the findings and observations of past researches were explored.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter provides details of the research methodology that encompass the theoretical framework of the study, research hypothesis, research design, measurement of variables, study approach, data collection strategy, survey instrument, pilot study and statistical analysis to answer the research questions posed in chapter one.

3.2 Theoretical Framework

The theoretical framework depicts on the variables of study. Job performance is the focus of the study.

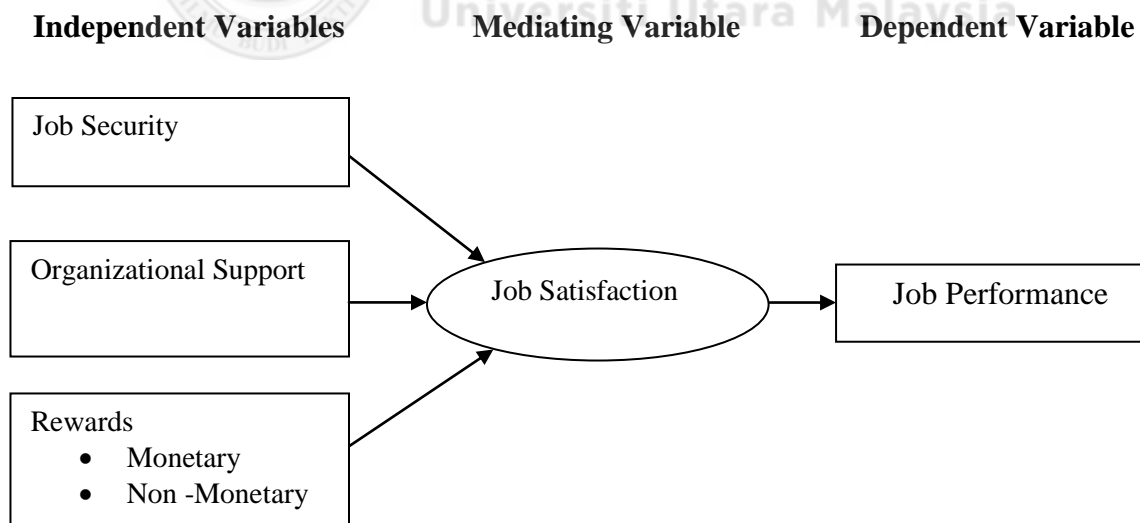


Figure 3.1
Theoretical Framework

Numerous researches in the past have studied the inter-relationship between job performance, job satisfaction, and job security, organizational support, reward in public hospitals and private clinics. The present research study borrows from such studies to posit a new model in this field to look at the influence of job security, organizational support, reward (independent variables) under job satisfaction (mediating variable) on job performance (dependent variable) in public hospitals and private clinics. Figure 3.1 presents the theoretical framework of the present study.

3.3 Research Hypothesis

H₁: There is a significant correlation between job security and job performance.

H₂: There is a significant correlation between organizational support and job performance.

H₃: There is a significant correlation between reward and job performance.

H₄: There is a significant correlation between job satisfaction and job performance.

H₅: There is a significant correlation between job security and organizational support.

H₆: There is a significant correlation between job security and reward.

H₇: There is a significant correlation between job security and job satisfaction.

H₈: There is a significant correlation between organizational support and reward.

H₉: There is a significant correlation between organizational support and job satisfaction.

H₁₀: There is a significant correlation between reward and job satisfaction.

H_{11a}: Job security significantly influences job performance.

H_{11b}: Organizational support significantly influences job performance.

H_{11c}: Reward significantly influences job performance.

H_{11d}: Job satisfaction significantly influences job performance.

H₁₂: There is significant mediating effect of job satisfaction on the relationship between job security and job performance.

H₁₃: There is significant mediating effect of job satisfaction on the relationship between organizational support and job performance.

H₁₄: There is significant mediating effect of job satisfaction on the relationship between reward and job performance.

3.4 Research Design

The research design is meant to guide the researcher on how to carry out the research and the methods used. Once the purpose of the research has been identified, the researcher knows why the data has to be collected, and also what data is to be collected and how it should be collected.

While there are several methods or approaches to conduct a research, the quantitative and the qualitative methods are the two most common methods. A quantitative approach is primarily deductive and is best suited to prove or disprove a hypothesis. Moreover, the quantitative analysis is ideal for a single-subject analysis as well as for correlation studies (Cooper & Schindler, 2003). This study employed the quantitative approach owing to the mentioned reasons.

Furthermore, this study intends to incorporate different variables job security, organizational support, reward (independent variables), job satisfaction (mediating variable) on job performance (dependent variable) in the proposed model. Besides, quantitative approach can measure the relationship between variables systematically and statistically (Cassell & Symon, 1994).

The unit of analysis in this study is at the individual level (medical doctors). A cross-sectional survey design was used to conduct this study and the primary data for this study is collected through distribution of questionnaire, which is a commonly used method of data collection in survey research (Bourque & Fielder, 2003). This cross sectional data was is collected by getting list of medical doctors with the coordination of hospitals administration.

3.5 Population and Sample

According the Polit and Hungler (1989) “*Sampling refers to the process of selecting a portion of the population to represent the entire population*”. A population is an entire aggregation or eligible group from which a sample can be drawn. Population for this study includes all medical doctors under public hospitals and private clinics. The total number of medical doctors under public hospitals and private clinics in province of Punjab and Balochistan are 83,338.

Due to a large number of study population, Zikmund (2003) suggested that it is not practical to collect data from the whole population. Thus, sampling is needed to determine the sample size. Gay and Diehl (1996) define sampling as "*the process of selecting a number of units for a study in a way that the units represent the larger group from which they were selected*". According to Gay and Diehl (1996) there are three steps in sampling which involved identifying the population, determining the required sample and select the sample.

The primary data through questionnaire was be used in this study; data was be collected from medical doctors of public hospitals and private clinics at Provinces of Punjab and Balochistan in Pakistan. The multi stage sampling method was used.

Table 3.1
Sample Size

Province	Population	Sample Size
Punjab	77,891	278
Balochistan	5,447	83
Total	83,338	361

Source: Pakistan Medical and Dental Council

Table 3.1 states the population from two provinces of Pakistan in which 77,891 belongs to the Punjab province whereas the medical doctor's population from province of

Balochistan is 5,447 as of 31st March, 2014. According to Krejcie and Morgan (1970) the sample size required for this study is 361. Where "N" is the total number of medical doctors and "S" is the sample size.

In this study, the sample selection is done through random. The researcher uses mathematical formula for the purpose of determining the sample size. Yamane (1973) has suggested the following mathematical formula for determining sample size.

$$n = \frac{N}{1 + Ne^2}$$

Where, N is the total numbers of medical doctors, and “e” is the error or confidence level. The conventional confidence level of 95 percent was used to ensure a more accurate result from the sample. Based on this, the error term would equal to 0.05.

3.5.1 Sampling Technique

In this study, the sample selection was being done through multi stage sampling technique. In which firstly, cluster sampling technique was be used because the researcher want to divide the total population in geographical area. Secondly, simple random sampling technique was used due to homogeneity and heterogeneity in job characteristics of medical doctors. Random sampling, utilizing a random numbers table, was employed to select the sample for this study (Leedy & Ormrod, 2005).

3.5.2 Respondents

The choosing of appropriate sample respondents is an important criterion for any research because if the wrong person answers the questions, the research will be invalid and misleading. Basically, survey research usually seeks out an individual as a key informant for the research but there are no defined rules or standards for selecting the informant (Remenyi, Wasiams, Money & Swartz, 1998). This selection process is subjective and can be flexible. Nevertheless, to make the research effective and to obtain useful information, the selection of the right respondent is important.

In the present study, the medical doctors are considered to be the right respondents for this study to represent the sample. This is because medical doctors are accountable for increased life expectation of patients and better well-being in society and the life and death of the patients (Royal College of Physicians, 2005).

3.5.3 Data Collection Procedure

The data collected through multi stage sampling from the administrators of the hospitals of Punjab and Balochistan provinces of Pakistan. The self-administrated method was employed to collect data from the medical doctors looking into the convenience of this method. The data collection process was started in the month of October, 2014 until January, 2015.

3.6 Measurement of the Variable

3.6.1 Job Performance

Job performance is the dependent variable. In this study, job performance is "*the results and outcomes, and it as the history of produced results of a certain determined activity or in a certain position*" (Ainsworth & Smith, 1993; Bernardin *et al.*, 1995; Robertson, Callinan & Bartram, 2002). Job performance was measured by 6 items developed by (Muhammad Safdar Rehman, 2009). All variables were tapped on a seven point Likert-scale whereby, 1 = Strongly disagree, 2 = Disagree, 3 = Slightly disagree, 4 = Neutral, 5 = Slightly agree, 6 = Agree, 7 = Strongly agree, participants rated their degree of agreement with the Job security, organizational support, reward, job satisfaction and job performance statements. Having seven points tends to be a good balance between having enough points of discrimination without having to maintain too many response options (Nunnally, 1978). Cronbach's alpha value was 0.77 by (Rehman, 2009).

Table 3.2
Measurement of variables

Sr. No	Variable	No. of Items	Scale	Cronbach's Alpha (α)	Reference
1	Job Performance	06	seven-point scale	.77	Rehman (2009)
2	Job Security	06	seven-point scale	.90	Kraimer (2005)
3	Organizational Support	05	seven-point scale	.90	Eisenberger (2002)
4	Reward	13	seven-point scale	.92	Mokhtar (2012)
5	Job Satisfaction	07	seven-point scale	.72	Rehman (2009)

3.6.2 Job Security

Job security is defined "*as one's expectations about continuity in a job situation*" (Borg & Elizur, 1992; Greenhalgh & Rosenblatt, 1984; Greenhalgh & Sutton, 1991; Jacobson, 1991). Job security is measured by 06 items previously used by (Kraimer. Maria L, 2005). Combining the questionnaires of Oldham, Kulik, Stepina, and Ambrose (1986) and make his own questionnaire (Kraimer, 2005). In this study, based on a seven point Likert-scale whereby, 1 = Strongly disagree, 2 = Disagree, 3 = Slightly disagree, 4 = Neutral, 5 = Slightly agree, 6 = Agree, 7 = Strongly agree, degree of agreement with the job security statements. Cronbach's alpha value was 0.90 by (Kraimer, 2005).

3.6.3 Organizational Support

Organizational support is the second independent variable. Organizational support is defined as "*the extent to which the organization cares about their well-being and values employees contributions*" (Eisenberger, Huntington, Hutchison, & Sowa, 1986). In this study, Organizational Support is measured by 05 items previously used by (Eisenberger, 2002). In this study, based on a seven point Likert-scale whereby, 1 = Strongly disagree, 2 = Disagree, 3 = Slightly disagree, 4 = Neutral, 5 = Slightly agree, 6 = Agree, 7 = Strongly agree, was used to measure participants' degree of agreement with the organizational support statements. Cronbach's alpha value was 0.90 by (Eisenberger, 2002).

3.6.4 Rewards

There are two types of rewards, monetary reward and non-monetary reward.

3.6.4.1 Monetary Reward and Non-Monetary Reward

The rewards system is an independent variable for the current study.

“Rewards can be used to improve performance by setting targets in relation to the work given. When the employee surpasses their target, he or she can be given an additional amount to their salary; this was make them strive to achieve more (Maund, 2001). There are two major categories of rewards: monetary and non-monetary (Armstrong & Murlis, 2005; Milkovich & Newman, 2008). The former includes fixed (i.e. salary and benefits) and variable rewards (i.e. incentives contingent upon individual, group, or organization performance). The latter also includes tangible rewards provided and controlled by firms (Kanungo & Hartwick, 1987). By more precisely identifying and understanding the performance implications of an organization’s total reward infrastructure, monetary (i.e. basic salary, benefits, and individual, group or organization-based performance incentives, promotion) and non-monetary rewards (i.e. recognition, alternate work arrangements, and training and development)”.

The independent variable covers the two (2) dimensions of section B (monetary rewards) and section C (non-monetary rewards). This variable is conceptualized as the how employee feels from what they had received from organization that was part of the

studies of Tower (2010); Armstrong, Brown and Reily (2011) and also from the studies of (Shakizah, 2011). This questionnaire measures the employees overall satisfaction with regard to their pay level, benefit, raise satisfaction, salary administration, recognition, learning opportunity, exposure, skill enhancement etc.

Combining the questionnaires of Armstrong, Brown and Reily and Shakizah and make his own questionnaire by Mokhtar (2012). Monetary reward was measured by 06 items, whereas non-monetary reward was measured by 07 items developed by Mokhtar (2012). Based on a seven point Likert -scale whereby, 1 = Strongly disagree, 2 = Disagree, 3 = Slightly disagree, 4 = Neutral, 5 = Slightly agree, 6 = Agree, 7 = Strongly agree, participants rated their degree of agreement with the monetary reward statements. Cronbach's alpha was calculated to test the reliability of the data and was found to be 0.92 by (Mokhtar, 2012).

3.6.5 Job Satisfaction

Job Satisfaction is the mediating variable. In this study Spector (1997) defines job satisfaction *as* "is simply how people feel about their jobs and different aspects of their jobs. It is the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs". Job Satisfaction is measured by 06 items developed by (Rehman, 2009). Based on a seven point Likert-scale whereby, 1 = Strongly disagree, 2 = Disagree, 3 = Slightly disagree, 4 = Neutral, 5 = Slightly agree, 6 = Agree, 7 = Strongly agree, participants rated their degree of agreement with the job satisfaction statements. Cronbach's alpha

was calculated to test the reliability of the data and was found to be 0.72 by (Rehman, 2009).

3.7 Pilot Study

The questionnaires were randomly distributed to 30 medical doctors in public hospitals and private clinics in the pilot study. The purpose of the pilot study was to discover problems in the questionnaires and procedures before the main study began. As a result, the questionnaires were revised based on feedbacks from the pilot study with the main purpose to make the survey instrument more comprehensible. In doing so, the JS1, JS2, JS3, and JS10 were deleted from the original scale of job security. Similarly, OS1, OS2, and OS3 were deleted from organizational support variable. The items RWD3, RWD4, RWD6, RWD7, RWD8, RWD9, RWD10, RWD15, RWD16, RWD22, RWD24, RWD25, RWD26, RWD27, RWD28, RWD29, RWD30 and RWD31 were deleted from reward variable.

The pilot study results show a high coefficient alpha for all variables, ranging from .70 to .85, which exceeded the standard reliability cut-off of .70, recommended by (Fornell & Larcker, 1981). Table 3.4 shows the reliability analysis of the research pilot study.

Table 3.3
Reliability Analysis of the Research Pilot Study

Variables	No. of Items	Cronbach's Alpha (α)
Job Security	10	.708
Organizational Support	08	.703
Reward	31	.854
Job satisfaction	07	.827
Job Performance	06	.714

3.8 Data Analysis

The data collected had to be processed to derive meaningful information. It becomes meaningful when it is effectively communicated and the receiver understands and receives the content exactly as was intended by the sender. This information, when analyzed by experts, becomes part of what we know as knowledge. The questionnaires was be passed to the respondent and after the respondents filled out and returned back, the data was be coded, computed, analyzed and processed by IBM Statistical Package for Social Sciences (SPSS) version 20.0 software.

The scholars argued that for accurate and comprehensive statistical results on large scale, the statistical packages are the most consistent instruments (Buglear, 2005). Analysis included the frequency distribution and cross tabulation. Table 3.5 provides the data analysis techniques used in this research.

The first step before analysis was to filter the information to segregate the useful data from the unwanted data. There may be incomplete questionnaires or there may be those containing frivolous responses (e.g. giving same score to all the items). Such questionnaires serve little purpose and may even deteriorate the quality of regression and factor analysis. This would ultimately affect the accuracy of the results. Hence, each questionnaire was manually checked at this stage before data from valid questionnaires were entered into the computer for analysis through data analysis software.

In the questionnaire the items (OS2, OS3, OS5, and OS7) were negatively worded, therefore these items were reversed using SPSS before running further analysis. The researcher used SPSS v 20.0 for Windows as it is the standard software package used to analyze data in researches.

Table 3.4

Data Analysis Techniques used in this Research

Research questions	Analysis techniques
1. What is the level of job performance, job security, organizational support, reward (monetary and non-monetary) and job satisfaction?	Mean and Standard deviation
2. Are job performance, job security, organizational support, reward (monetary and non-monetary) and job satisfaction significantly related?	
2.1 There is a significant correlation between job security and job performance?	Product-moment correlation

Table 3.4 (Continued)

	analysis
2.2 There is a significant correlation between organizational support and job performance?	
2.3 There is a significant correlation between reward and job performance?	
2.4 There is a significant correlation between job satisfaction and job performance?	
2.5 There is a significant correlation between job security and organizational support?	
2.6 There is a significant correlation between job security and reward?	
2.7 There is a significant correlation between job security and job satisfaction?	
2.8 There is a significant correlation between organizational support and reward?	
2.9 There is a significant correlation between organizational support and job satisfaction?	
2.10 There is a significant correlation between reward and job satisfaction?	
3. To examine the influence of job security, organizational support, reward (monetary and non-monetary) and job satisfaction on job performance?	Multiple regression analysis
4. Does job satisfaction mediate the relationship between job security, organizational support, and reward (monetary and non-monetary) as independent variables and job performance as dependent variable?	Med Graph-1

Table 3.4 (Continued)

-
- 4.1 There is significant mediating effect of job satisfaction on the relationship between job security and job performance?
- 4.2 There is significant mediating effect of job satisfaction on the relationship between organizational support and job performance?
- 4.3 There is significant mediating effect of job satisfaction on the relationship between reward and job performance?
-

3.8.1 Reliability Analysis

Reliability analysis of each factor was computed to measure internal consistency and stability of the multi-item scales. Its coefficient measures how well the items in the measurement are positively correlated with each other. The range of Alpha coefficient is from 0 to 1 with higher value signifies high confidence in the construct (Hair *et al.*, 2007).

Zikmund (2003) defined cross tabulation as an organizing data by group categories, or class to facilities comparison a joint frequency distribution of observation on two or more sets of variable. According to Sekaran (2003) in the research of project that includes several variables, beyond knowing the means and standard deviations of the dependent and independent variables, the researcher would often like to know how one variable is

related to another. That is the researcher would like to see the nature, direction and significance of the relationship between the variables used in the study (that is, the relationship between two variables among the variables tapped in the study).

3.8.1.1 Factor Analysis

Moreover, Factor analysis was also be used in this study; it is used for data reduction and summarization. In factor analysis observed variables should fall into mutually exclusive categories in such a way that the variables in a given category exhibit loadings that are high on the same single factor, moderate to low on a very few factors and negligible on the remaining factors. Some use the criteria of factor loading greater than 0.3 or 0.4.

Therefore, factor analysis was being carried out to establish the interrelationships of variables that belong together. Factor analysis under the extraction method of principal axis factoring with the rotation method of varimax with Kaiser Normalization was be used to analyze the scales of job performance, job security, organizational support, reward (monetary & non-monetary) and job satisfaction.

3.8.1.2 Correlation

Correlation analysis can be defined as the statistical method that is adopted in describing the strengths and direction taken by the linear relationship amongst two different variables (Pallant, 2001). The extent of relationships relative to measuring the strength

and significance of the correlation amongst different is aptly demonstrated by Pearson's correlation coefficient (r) that has considerable high levels. Cohen's (1988) research puts forth processes in explaining the strengths and the extent to which the relationships amongst two variables with ranges from .10 to .29 are indications of a low level of correlation; .30 to .49 implies a moderate level of relationship; .50 to 1 implies higher levels of relationships, which is demonstrated in Table 3.5

Table 3.5
Cohen's Guideline of Correlation Strength

R	Strength of relationship
$r = 0.10$ to 0.29 or $r = - 0.10$ to $- 0.29$	Low
$r = 0.30$ to 0.49 or $r = - 0.30$ to $- 0.49$	Moderate
$r = 0.50$ to 1.0 or $r = - 0.50$ to $- 0.1.0$	High

Theoretically, there could be a perfect positive correlation between two variables, which is represented by 1.0 (plus 1), or a perfect negative correlation which would -1.0 (minus 1). While correlation could range between -1.0 and +1.0, the researcher need to know if any correlation found between two variables is significant or not (i.e.; if it has occurred solely by chance or if there is a high probability of its actual existence). As for the information, a significance of $p < 0.05$ is the generally accepted conventional level in social sciences research. This indicates that 95 times out of 100, the researcher can be sure that there is a true or significant correlation between the two variables, and there is only a 5% chance that the relationship does not truly exist.

3.8.2 Multiple Regression Analysis

When more than one predictor variable are jointly regressed against the criterion variable, the analysis is known as Multiple Regression Analysis. Multiple regression is a flexible method of data analysis that may be appropriate whenever a quantitative variable (the dependent or criterion variable) is to be examined in relationship to any other factors (expressed as independent or predictor variables). Relationships may be nonlinear, independent variables may be quantitative or qualitative, and one can examine the effects of a single variable or multiple variables with or without the effects of other variables taken into account (Cohen, 2003).

The purpose of multiple regressions is to analyze the relationship between metric or dichotomous independent variables and a metric dependent variable. If there is a relationship, using the information in the independent variables was improving our accuracy in predicting values for the dependent variable.

There are three types of multiple regressions, each of which is designed to answer a different question:

- Standard multiple regression is used to evaluate the relationships between a set of independent variables and a dependent variable.

- Hierarchical or sequential regression is used to examine the relationships between a set of independent variables and a dependent variable, after controlling for the effects of some other independent variables on the dependent variable.
- Stepwise or statistical regression is used to identify the subset of independent variables that has the strongest relationship to a dependent variable.

In standard multiple regression, all of the independent variables are entered into the regression equation at the same time. Multiple R and R^2 measure the strength of the relationship between the set of independent variables and the dependent variable. An F-test is used to determine if the relationship can be generalized to the population represented by the sample. A t-test is used to evaluate the individual relationship between each independent variable and the dependent variable.

In hierarchical multiple regression, the independent variables are entered in two stages. In the first stage, the independent variables that we want to control for are entered into the regression. In the second stage, the independent variables whose relationship we want to examine after the controls are entered. A statistical test of the change in R^2 from the first stage is used to evaluate the importance of the variables entered in the second stage.

Further, “Mediation effect” that was developed by Baron and Kenny (1986) could be defined as “the mediation effect of a third variable in the relationships between two variables”. There are some conditions to be met for a third variable to be acting as mediator in relationship between two variables.

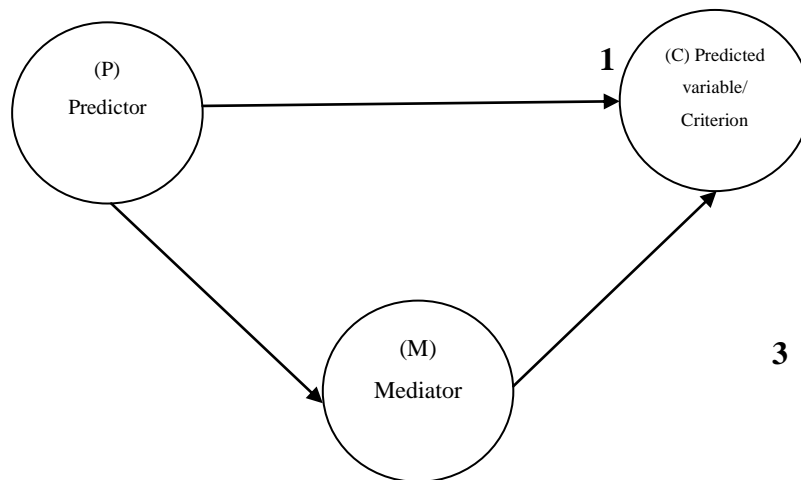


Figure 3.2
Mediation effect in Baron and Kenny model

As can be seen in Figure 1, let us have three variables; (P) Predictor, (C) Predicted /Criterion and (M) Mediator. Baron and Kenny (1986) noted that for the evidence of mediation effect through regression analysis four conditions below must be met:

- P significantly predicts C. (1),
- P significantly predicts M. (2),
- M predicts C if effect of P is controlled. (3),
- If the effect of M is controlled, prediction of P on C is significantly lessened. (4).

In the fourth step, if the effect of P on C is found to be insignificant, M will be considered as “full-mediator” variable; if the effect of P on C is found to be significantly lessened, M will be considered as “partial-mediator” variable. In partial mediation cases, it could be stated that P both has a direct effect on C and an indirect effect on C through mediating

effect of M. In such a model, the effect of P on C without considering (without controlling) C is the sum of both direct and indirect effects (Frazier, and Barron, 2004).

Finally, Sobel test which is used frequently and known to create the most reliable results (Simsek, 2007) was used in the current study. MedGraph-I program developed by Jose (2003) and open for use online was utilized to apply Sobel test in the study.

3.9 Summary

This chapter has discussed the methodology, the design of the research, and the strategy and method of research. To test the hypothesis, the quantitative method was used owing to its suitability to the current study. Data was collected from medical doctors of public hospitals and private clinics at provinces of Punjab and Balochistan in Pakistan, as identified within the Ministry of Health located in Punjab and Balochistan health regions across the country.

Therefore, the study used the list of the Ministry of Health in these health regions as a framework from which to draw the sample. Since the study involved a large number of populations, cluster sampling strategy and simple random sampling were used to select the appropriate sample from the population. Further, a pilot test was carried out before the distribution of the final questionnaire, to make sure the questionnaire was well designed and reliable. The next chapter was present the results of the data analysis, findings and discussion.

CHAPTER FOUR

FINDINGS AND DISCUSSION

4.1 Introduction

This chapter presents findings and discussion of measurement of the study. Whereas, this chapter is aimed to synthesize myriad of analyses and findings in order to make sense out of what all the results mean including the implications of the results. All analyses were aimed to comprehend factors that may lead to the job performance of the medical doctors.

4.2 Data Investigation

4.2.1 Response Rate

For this study, the questionnaires were distributed to 400 medical doctors of public hospitals and private clinics located in Punjab and Balochistan provinces in Pakistan. Out of the 400 questionnaires that were distributed 345 were received out of which 275 were useable, which constituted 69% response rate. Due to the work load and busy schedule the medical doctors returned 70 questionnaires which were not useable. According to Sekaran (2006) this is an acceptable rate. Table 4.1 presents the response rate.

Table 4.1
Response Rate of Medical doctors

Response	Frequency/Rate
Number of distributed questionnaire	400
Total returned questionnaire	345
Useable and completed questionnaires	275
Response rate	69%

4.2.2 Demographic of Respondents

Table 4.2 presents the overall profile of the participating respondents' demographic characteristics. Out of 275 respondents, 185 (67.3%) were male and only 90 (32.7%) were female.

Furthermore respondent varied in term of age. The respondents age from 22-24 which was 5 (1.8%), followed by age between 25-29 which was 93 (33.8%), age at 30-34 which was 86 (31.2%), age between 35-39 which was 42 (15.2%) and age between 40 and above 49 (17.8%).

In terms of marital status, 139 respondents (50.5%) were single and 136 respondents (49.5%) were married. As far as the highest academic qualification of the participating medical doctors is concerned, 200 respondents (72.7%) had MBBS degree, 75 respondents (27.3%) had FCPS degree.

In terms of job tenure in public hospitals and private clinics, the highest respondents were come from medical doctors serve between 1-5 years (57.0%), followed by 6-10 years 86 (31.2%). Respondents who serve form 11years or above had a percentage of 11.6%. with regards to the job position, the respondents (36.0%) with 99 respondents were medical officers. Followed by (45.1%) with 124 respondents were in PGR, the respondents (11.6%) with 32 respondents were senior registrar, the respondents (2.5%) with 7 respondents were PG-4 and the respondents (4.7%) with 13 respondents were assistant professor.

Furthermore, the respondents varied in terms of departments. Majority of the respondents 81(29.5%) had in surgery, followed by 78(28.2%) had in gastro, 35(12.7%) had in gynecology,19(6.9%) had in dermatology,15(5.5%) had in ENT, 13(4.7%) had in cardiology, 11(4.0%) had in nephrology, 11(4.0%) had in oncology, 7(2.5%) had in Anastasia, 4(1.5%) had in radiotherapy and only 1(0.4%) had in neurology.

This finding indicates that male medical doctors are mainly dominated the public hospitals and private clinics population regardless of their job position. Furthermore medical officers varied in term of age from 25-29 and from 30-34 are young medical doctors, they serve between 1-5 years (57.0%), and they have (72.7%) MBBS degree in which turnover is more as compare to age of 40 and above. In terms of marital status, single and married have same ratio.

Table 4.2
Respondents' Demographics

Item	Frequency	Percentage
Gender		
Male	185	67.3
Female	90	32.7
Age		
25-29	93	33.8
30-34	86	31.2
35-39	42	15.2
40 and above	49	17.8
Marital Status		
Single	139	50.5
Married	136	49.5
Highest Qualification		
MBBS	200	72.7
FCPS	75	27.3
Others	0	0
Job Tenure		
Less than a year	0	0.00
1-5 years	157	57.0
6-10 years	86	31.2
11 and above	32	11.6
Position		
MO	99	36.0
PGR	124	45.1

Table 4.2 (Continued)

SR	32	11.6
PG-4	07	2.5
AP	13	4.7
Department		
Dermatology	19	6.9
Gastro	78	28.3
Gynecology	35	12.7
Surgery	81	29.4
Oncology	11	4.0
Anastasia	07	2.5
Cardiology	13	4.7
Nephrology	11	4.0
Table (Continued)		
ENT	15	5.4
Radiology	04	1.4
Neurology	01	0.4

4.2.3 Missing Data

In any research undertaking is a common phenomenon. Sekaran (2006) believes that the best way to handle the problem irrespective of its characteristics is to omit the case, especially if the sample is big. For instance, if only two or three items are left unanswered in a questionnaire of 30 items or more, this case can be dropped. Furthermore, the general rule of thumb on missing data as enumerated by Hair *et al.*, (2006) includes that missing data under 10 percent for an individual case or observation can generally be ignored but

the number of cases with no missing data must be sufficient for the selected analysis. After considering all the above recommendations, the researcher found no missing data.

4.2.4 Normality Assessment

Two of the main tests basically carried out for univariate normality are kurtosis and skewness. Examination of data was done and considered to be acceptable. All the variables were tested using skewness and kurtosis levels to determine normality. According to Hair *et al.*, (1998) the acceptable level of skewness and kurtosis is between -2.00 and +2.00 at the significance level of 0.05.

It is clear from Table 4.3 that none of the variables showed skewness or kurtosis over 2.0, implying that data was suitably distributed. It indicates that analysis of skewness and kurtosis at univariate levels results to prior confirmation of multivariate normality only.

Table 4.3
Statistic Values of Skewness and Kurtosis (Descriptive Statistics)

Variables	Skewness		Kurtosis	
	Statistic	Std. error	Statistic	Std. error
Job Performance (JP)	.579	.147	1.262	.293
Job Security (JS)	.652	.147	.508	.293
Organizational Support (OS)	.117	.147	.090	.293
Reward (RWD)	1.153	.147	1.836	.293
Job Satisfaction (JSAT)	-.526	.147	2.032	.293

4.2.5 Multicollinearity Test (Independence of Independent Variables)

Besides the above assumptions, multicollinearity is another assumption that is considered to be a significant one to make sure of multicollinearity absence. Accordingly, processes of collinearity are carried out for the assessment and determination of multicollinearity problems of predictors. To achieve such a process, Tolerance Value and the Variance Inflation Factor (VIF) were analyzed. According to Hair *et al.*, (2006) the tolerance values range between 0 - 1. A value of 1 indicates the variable's non-relation with the other variables while a value of 0 indicates the variable's perfect correlation with another variable. VIF has a standard cut off value of 10 with all the predictors required to have a VIF value of less than 10. The present study's multicollinearity test values are shown in Table 4.4.

Table 4.4
Tolerance Value and the Variance Inflation Factor (VIF) Test

Independent variables	Tolerance	VIF
Job Security	.667	1.499
Organizational Support	.876	1.141
Reward	.651	1.536
Job Satisfaction	.824	1.214

From Table 4.4, it is clear that multicollinearity does not exist amongst all independent variables as the tolerance values register less than 1.00 and VIF values are less than 10.0. Hence, the resulting data can be explored through the use multivariate techniques like the relevant regression analysis.

4.2.6 Linearity

To achieve the objective of making assessments of linearity, the study made use of the normal plot diagram. The outcome of the linearity analysis is shown in Figure 4.1.

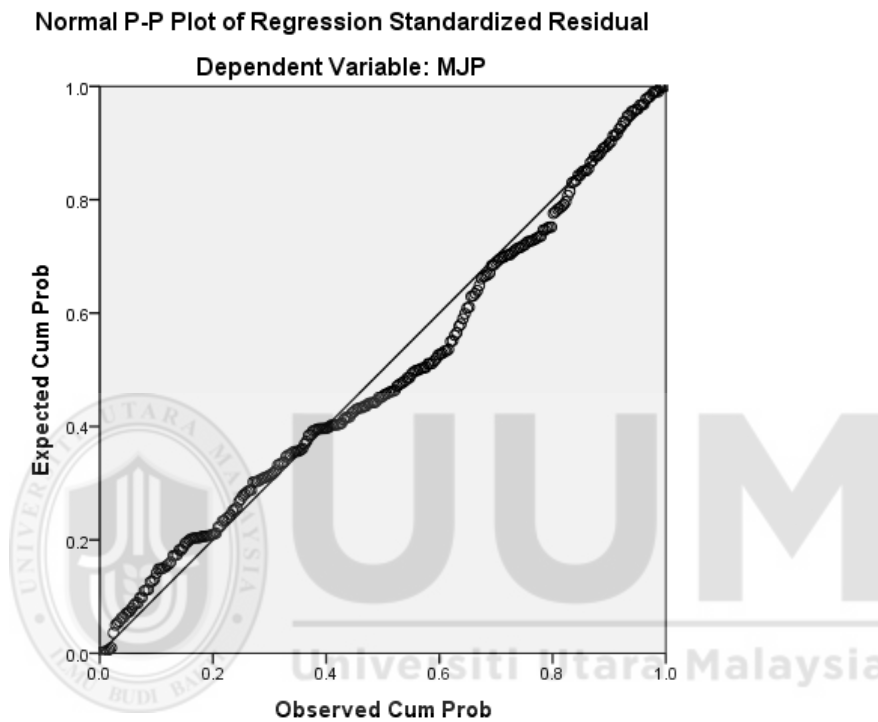


Figure 4.1
Normality Plot

It is impossible to obtain precise data that is normally distributed. Some cases are not considered as they vary a great deal of being above and below the diagonal lines while the observed values do not display any substantial variation. Hence, the resulting residuals are treated as normal. It can be stated that the required results relative to the linearity test are satisfied and they can be tested further.

4.2.7 Homoscedasticity

Homoscedasticity is another test conducted with regards to the assumptions. Verification is made through the use of scatter plots of regression; standardized residuals v. regression standardized predicted values. The random plot patterns indicate that the assumption relative to homoscedasticity is correct. The homoscedasticity test result is depicted below in Figure 4.2.

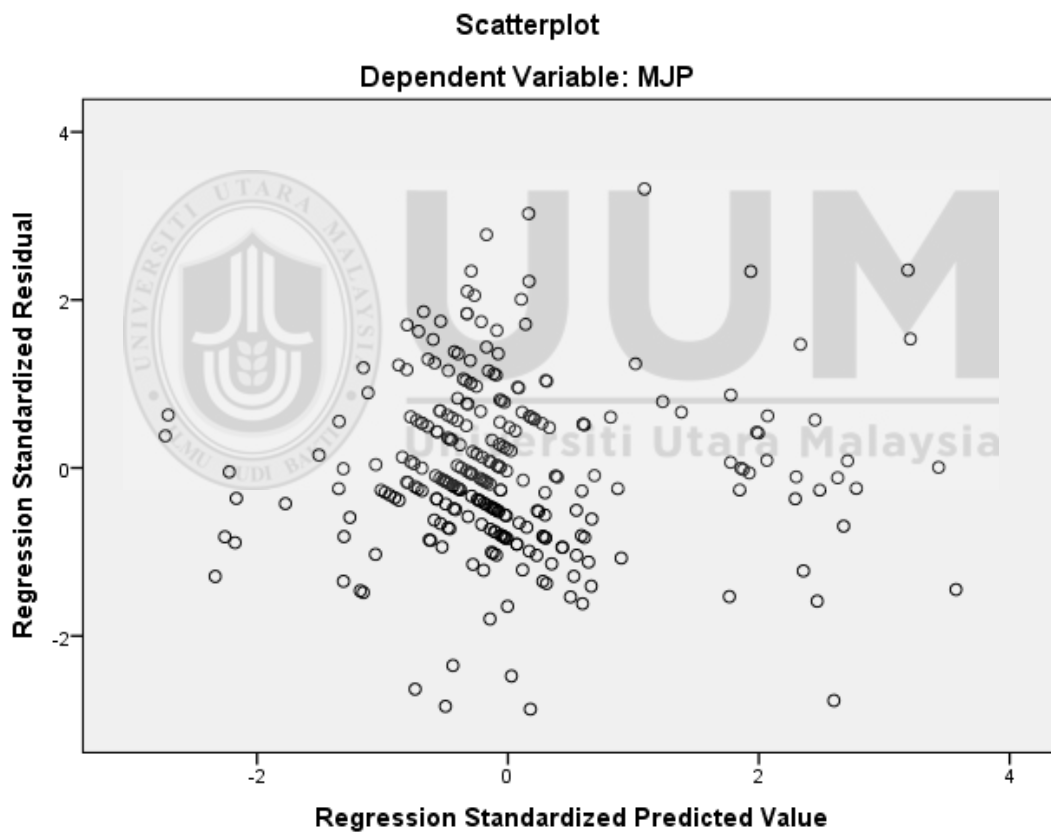


Figure 4.2
Homoscedasticity Test

4.3 Measurement (Goodness of Measures)

To confirm the efficiency and the effectiveness of the adopted measures, certain procedures have to be carried out prior to the main analysis, including validity tests (reliability and exploratory factor analysis) for the different variables. The findings relating to reliability and exploratory factor analysis for the entire items measured for independent and dependent variables were included in the study.

4.3.1 Reliability Test

Pallants (2003) research concluded that new measures of scales should have reliability to the extent of minimum 0.60. Reliability implies the reference to making assessments of the extent to which there is uniformity amongst the varied measurements of the variables (Hair *et al.*, 2006). Thus, it can be said that this process serves as a means to measure levels of consistency of the given performance levels and behaviors. According to Sekaran (2003) Cronbach's alpha has been very frequently used as an indicator for representing the appropriate indication levels relative to reliance and internal consistency. It is mostly agreed that the most widely accepted value for Cronbach's alpha turns out to be 0.70, although it may decline to 0.50 in some exploratory studies (Hair *et al.*, 2006). Table 4.5 below summarizes the reliance tests of the different items. As evident, the Cronbach's alpha in terms of measurements related to the lower limits of acceptance is found to be such that $\alpha > 0.70$. In view of such circumstances, all measures were found to be having considerable reliability. All Cronbach's alpha values are more than 0.70, which

mean that the instrument used is consistent and stable. Based on the feedback from the respondent, all questions are clear.

Table 4.5
Reliability Results

Variables	No. of items	Cronbach's Alpha (α)
Job Security	06	.776
Reward	13	.896
Job satisfaction	07	.847
Job Performance	06	.788

4.3.2 Validity

4.3.2.1 Exploratory Factor Analysis

Factor analysis is carried out for the purpose of decreasing the several variables to a lesser number, constructing the summary of the pattern of correlation between the dimensions, and making the variables easily manageable. Also, to check the validity of the questionnaire, factor analysis is tested whether the questions are in the right construct. The instrument items listed in Appendix A were explored to confirm the level of dimensionality. At first, the examination was conducted through Exploratory Factor Analysis (EFA) by utilizing the principal components methods like Principal Component

Analysis (PCA). PCA is a factor extraction process that relates to the formation of uncorrelated linear combination of the variables (Everitt & Dunn, 1983).

Moreover, if the principal component is carried out with factor analysis while performing the Varimax rotation, it leads to supporting the initial constructs and discriminate validity. Based on Hair *et al.*, (2006) recommendation, the least requirement for factor loading ranges from .30 to .40, but loadings of .50 or above are considered more significant. The detailed factor analysis in the present study for all variables is explained in the following section.

4.3.2.2 Factor Analysis on Job Performance

Exploratory Factor Analysis (EFA) was conducted on the job performance, six items were used. Table 4.6 shows all of the 6 job performance items. The outcome emanating from the exploratory factor analysis on the job performance is depicted in Table 4.6. The table shows the factor loading of six aspects of job performance items after every step of the procedure that showed either low factor loading ($< .50$) or double loading. The results indicate that the loadings of the all items are from .50 to .90.

Table 4.6

Exploratory Factor Loading for Job Performance

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.696
Bartlett's Test of Sphericity	Approx. Chi-Square	559.97
	Df	15
	Sig.	.000

Items	Factor loadings
JP Q1	.638
JP Q2	.810
JP Q3	.752
JP Q4	.527
JP Q5	.697
JP Q6	.682

Table 4.6 indicates that the KMO measure for job performance is .696, which indicates a sufficient high level appropriate to be utilized in the factor analysis (Hair *et al.*, 2006). Chi square value for the study is large (559.97) with a significant level of .000. Both KMO measure and Chi square results indicate that the items utilized satisfied the requirements for the factor analysis, and hence, implying that factor analysis could be made applicable to the job performance items.

4.3.2.3 Factor Analysis on Job Security

Exploratory Factor Analysis (EFA) was conducted on the job security, six items were used. Table 4.7 shows all of the 6 job security items.

The outcome emanating from the exploratory factor analysis on the job security is depicted in Table 4.7. The table shows the factor loading of six aspects of job security items after every step of the procedure that showed either low factor loading ($< .50$) or double loading. The results indicate that the loadings of the all items are from .50 to .80.

Table 4.7

Exploratory Factor Loading for Job Security

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.781
Bartlett's Test of Sphericity	Approx. Chi-Square	449.628
	Df	15
	Sig.	.000

Items	Factors loadings
JS Q4	.797
JS Q9	.600
Table (Continued)	
JS Q5	.767
JS Q6	.612
JS Q7	.788
JS Q8	.539

Table 4.7 indicates that the KMO measure for job security is .781, which indicates a sufficient high level appropriate to be utilized in the factor analysis (Hair *et al.*, 2006). Chi square value for the study is large (449.62) with a significant level of .000. Both KMO measure and Chi square results indicate that the items utilized satisfied the requirements for the factor analysis, and hence, implying that factor analysis could be made applicable to the job security items.

4.3.2.4 Factor Analysis on Organizational Support

Exploratory Factor Analysis (EFA) was conducted on the organizational support, five items were used. Table 4.8 shows all of the 5 organizational support items.

The outcome emanating from the exploratory factor analysis on the organizational support is depicted in Table 4.8. The table shows the factor loading of five aspects of organizational support items after every step of the procedure that showed either low factor loading ($< .50$) or double loading. The results indicate that the loadings of the all items are from .60 to .90.

Table 4.8
Exploratory Factor Loading for Organizational Support
KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.714
Bartlett's Test of Sphericity	Approx. Chi-Square	486.206
	Df	10
	Sig.	.000
Items	Factor loading	
OS Q4	.743	
OS Q5	.718	
OS Q6	.808	
OS Q7	.600	
OS Q8	.817	

Table 4.8 indicates that the KMO measure for organizational support is .714, which indicates a sufficient high level appropriate to be utilized in the factor analysis (Hair *et al.*, 2006). Chi square value for the study is large (486.20) with a significant level of .000. Both KMO measure and Chi square results indicate that the items utilized satisfied the requirements for the factor analysis, and hence, implying that factor analysis could be made applicable to the organizational support items.

4.3.2.5 Factor Analysis on Reward

Exploratory Factor Analysis (EFA) was conducted on the reward, thirteen items were used. Table 4.9 shows all of the 13 reward items.

The outcome emanating from the exploratory factor analysis on the reward is depicted in Table 4.9. The table shows the factor loading of thirteen aspects of reward items after every step of the procedure that showed either low factor loading ($< .50$) or double loading. The results indicate that the loadings of the all items are from .40 to .90.

Table 4.9
Exploratory Factor Loading for Reward
KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.858	
Bartlett's Test of Sphericity	Approx. Chi-Square	1908.184	
	Df	78	
	Sig		.000
Items	Factors loading		
RWD Q1	.733		
RWD Q2	.674		
RWD Q5	.676		
RWD Q11	.738		
RWD Q12	.728		
RWD Q13	.724		
RWD Q14	.682		
RWD Q17	.622		
RWD Q18	.824		
RWD Q19	.686		
RWD Q20	.566		
RWD Q21	.492		
RWD Q23	.530		

The result in Table 4.9 indicates that the KMO measure for reward items showed a value of .858. This indicates a 'meritorious' adequacy and thus appropriate for using factor analysis (Hair *et al.*, 2006). The observed value of Chi square also large (1908.184) and

its associated significance level are very low (.000). The outcomes of both the KMO measures and Chi square outcomes revealed that the items used in the reward were seen as meeting the conditions for the given factor analysis. This also implies that factor analysis could be made applicable for the different items of reward.

4.3.2.6 Factor Analysis on Job Satisfaction

Exploratory Factor Analysis (EFA) was conducted on the job satisfaction, seven items were used. Table 4.10 shows all of the 7 job satisfaction items.

The outcome emanating from the exploratory factor analysis on the job satisfaction is depicted in Table 4.10. The table shows the factor loading of seven aspects of job satisfaction items after every step of the procedure that showed either low factor loading ($< .50$) or double loading. The results indicate that the loadings of the all items are from .50 to .80.

Table 4.10
Exploratory Factor Loading for Job Satisfaction
KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.792
Bartlett's Test of Sphericity	Approx. Chi-Square	960.628
	Df	21
	Sig.	.000
Items	Factor loading	
JSA Q1	.763	
Table 4.10 (Continued)	.679	
JSA Q3	.779	

JSA Q4	.773
JSA Q6	.722
JSA Q7	.569

Table 4.10 indicates that the KMO measure for job satisfaction is .792, which indicates a sufficient high level appropriate to be utilized in the factor analysis (Hair *et al.*, 2006). Chi square value for the study is large (960.62) with a significant level of .000. Both KMO measure and Chi square results indicate that the items utilized satisfied the requirements for the factor analysis, and hence, implying that factor analysis could be made applicable to the job satisfaction items.

4.4 Descriptive Statistics (Means and Standard Deviations)

The ideal way to begin an analysis of multivariate data is to utilize a table of means and standard deviations. The results of the descriptive statistics revealed that all the variables were measured on a seven-point Likert scale, indicating that some respondents were dissatisfied with some of the items. Minimum and maximum scales indicate no out-of-range entries. The results in table 4.11 also revealed that the mean of all variables range from 3.02 to 4.65 on a seven-point scale; an above than average mean indicating that majority of the respondents are slightly disagreeable or are averagely satisfied with the government.

The mean values for job security (3.31), organizational support (3.36) and job performance (3.02) seems to be a little below the midpoint of 4, but not too low, indicating that the majority of the respondents perceive that their jobs are not secure, hospital management are not providing the needed support and that the job performance are poor. The mean for rewards (2.79) indicates that the majority of respondents are not satisfied with the current reward structure.

Table 4.11
Mean and Standard Deviation

Variables	Mean	SD
Job Security	3.31	0.97
Organizational Support	3.36	1.01
Rewards	2.79	0.83
Job Satisfaction	4.65	0.78
Job Performance	3.02	0.81

4.5 Inferential Statistics

4.5.1 Correlation Analysis

Table 4.12
Correlation Analysis

		Job Performance	Job Security	Organiza tional support	Reward	Job satisfaction
Job Performance	Pearson Correlation Sig. (2-tailed)	1				
Job Security	Pearson Correlation Sig. (2-tailed)	.441** .000	1			
Organizational support	Pearson Correlation Sig. (2-tailed)	.257** .000	.231** .000	1		
Reward	Pearson Correlation Sig. (2-tailed)	.578** .000	.550** .000	.301** .000	1	
Job satisfaction	Pearson Correlation Sig. (2-tailed)	.452** .000	.346** .000	.268** .000	.336** .000	1

** . Correlation is significant at the 0.01 level (2-tailed).

The correlation between variables is basically significant at P value .000 levels.

Correlation of job performance and job security, organization support, reward and job

satisfaction are significant at .441, .257, .578 and .452. Since all the values are significant (2 tailed) at P value .000. The job security and job performance reports moderate level of correlation at significant level .441 and organizational support and job performance reports lowest level of correlation at significant level .257. Whereas, the results indicates that the relationship between job performance and reward is highly significant at .578. Moreover, the relationship between job satisfaction and job performance reports the significance level at which moderate significance at .452.

4.5.2 Hypothesis Testing

Hypothesis 1:

H₁: There is a significant correlation between job security and job performance.

It is evident from Table 4.12 that job security is related with job performance. The correlation coefficient values relative to the examined relationships amongst the two was found to be .441, which can be termed as a positive moderate correlation at the given levels whereby $p < 0.01$. As a significant positive relationship exists, therefore, there is a support for this hypothesis. This result is in line with previous empirical research that depicts significant relationship between job security and job performance (Gabris & Simo, 1995). Similarly, Miller, Erickson and Yust (2001) found that when job security is low the performance of employees in the organization is also low.

In relation to the research problem of the study, the result suggests lack of job security of medical doctors is one of the reasons that are causing deterioration in their performance in hospitals. On policy front, the result implicates that service structure of medical doctors needs to be modified in a way that provides greater job security.

Hypothesis 2:

H₂: There is a significant correlation between organizational support and job performance.

As shown in Table 4.12, behaviors relative to organizational support are related with job performance. It was found that the values for correlation coefficients in terms of the examined relationships amongst the two variables are .257, which is suggestive of low positive correlation at the well accepted level of $p < 0.01$. Therefore, there is a support for this hypothesis. This is consistent with the literature by James (1996) argues that organizational support has impact on the level of job satisfaction of employees, as it direct affects their job performance. Further, Opkara (2004) also found that there is a low correlation between organizational support and job performance.

In context to the research problem of the study, the result suggests that there is weak relationship found between organizational support and job performance. In the later chapter 4, regression analysis will be run to check the relationship of organizational support with job performance.

Hypothesis 3:

H₃: There is a significant correlation between reward and job performance.

As evident from Table 4.12, rewards have a relationship with job performance. It was found that the value of correlation coefficient for the analyzed relationship amongst the two variables is .578, which is considered a high positive correlation at significant level $p < 0.01$. Hence, this hypothesis is supported. This is consistent with the literature from Torrington and Hall (2006) has confirmed that research has proven that human beings are tending to improve their performance when they are rewarded promptly. Moreover, Viswesvaran (2001) stated that reward positively influence job performance of the employees within the organization.

In relation to the research problem of the study, the result suggests lack of reward system for medical doctors is one of the reasons that is causing worsening of their job performance in public hospitals and private clinics. On policy front, the result implicates that reward/compensation structure of medical doctors needs to be modified in a way that links rewards with performance.

Hypothesis 4:

H₄: There is a significant correlation between job satisfaction and job performance.

As evident from Table 4.12, job satisfaction has a relationship with job performance. It was found that the value of correlation coefficient for the analyzed relationship amongst the two variables is .452, which is considered a moderate positive correlation at significant level $p < 0.01$. Hence, this hypothesis is supported. This is consistent with the literature from Petty *et al.*, (1984) performed a meta-analysis on previous studies and found a positive correlation between job satisfaction and job performance. Similarly, Khan *et al.*, (2011) also found a positive correlation between job satisfaction and job performance of the medical doctors in Pakistan.

In relation to the research problem of the study, this result identifies job satisfaction as the significant determinant of job performance of medical doctors in Pakistan. Satisfied and motivated employees tend to perform better than dissatisfied ones. On policy front, the result implicates that health department should take necessary measures that enhance satisfaction of medical doctors and thereby enhance their performance.

Hypothesis 5:

H₅: There is a significant correlation between job security and organizational support.

As evident from Table 4.12, job security has a relationship with organizational support. It was found that the value of correlation coefficient for the analyzed relationship amongst the two variables is .231, which is considered a low positive correlation at significant level $p < 0.01$. Hence, this hypothesis is supported. This is consistent with the literature by Rhoades and Eisenberger (2002) stated that fair treatment, rewards, job security and supervisory support showed a positive association with organizational support.

Hypothesis 6:

H₆: There is a significant correlation between job security and reward.

As evident from Table 4.12, job security has a relationship with reward. It was found that the value of correlation coefficient for the analyzed relationship amongst the two variables is .550, which is considered a high positive correlation at significant level $p < 0.01$. Hence, this hypothesis is supported.

Hypothesis 7:

H₇: There is a significant correlation between job security and job satisfaction.

As evident from Table 4.13, job security has a relationship with job satisfaction. It was found that the value of correlation coefficient for the analyzed relationship amongst the two variables is .346, which is considered a moderate positive correlation at significant level $p < 0.01$. Hence, this hypothesis is supported. Further, various researcher conducted studies and found that job dissatisfaction is the outcome of insecurity among employees (Ashford *et al.*, 1989; Davy *et al.*, 1991).

Hypothesis 8:

H₈: There is a significant correlation between organizational support and reward.

As evident from Table 4.12, organizational support has a relationship with reward. It was found that the value of correlation coefficient for the analyzed relationship amongst the two variables is .321, which is considered a moderate positive correlation at significant level $p < 0.01$. Hence, this hypothesis is supported. This is consistent with the literature by Rhoades and Eisenberger (2002) in which they mentioned that fair treatment, rewards and job security and supervisory support showed a positive association with organizational support.

Hypothesis 9:

H₉: There is a significant correlation between organizational support and job satisfaction.

As evident from Table 4.12, organizational support has a relationship with job satisfaction. It was found that the value of correlation coefficient for the analyzed relationship amongst the two variables is .268, which is considered a low positive correlation at significant level $p < 0.01$. Hence, this hypothesis is supported. This is consistent with the literature by Luthan (1998) that there is a positive relationship between reward, promotion opportunities, organizational support and job satisfaction.

Hypothesis 10:

H₁₀: There is a significant correlation between reward and job satisfaction.

As evident from Table 4.12, rewards have a relationship with job satisfaction. It was found that the value of correlation coefficient for the analyzed relationship amongst the two variables is .336, which is considered a moderate positive correlation at significant level $p < 0.01$. Hence, this hypothesis is supported. This is consistent with the literature by Luthan (1998) that there is a positive relationship between reward, promotion opportunities, organizational support and job satisfaction.

4.6 Regression Analysis

Multiple regression analysis is conducted to mainly acquire concrete ideas from the various results to help determine the answers to the research questions and test the research hypothesis.

Table 4.13
Regression Analysis

	Un-standardized Coefficients		Standardized Coefficients	t-value	Sig.
	B	Std. Error	Beta		
(Constant)	.229	.241		.952	.342
Job Security	.094	.047	.112	1.977	.049
Organizational Support	.028	.040	.035	.701	.484
Reward	.406	.056	.418	7.260	.000
Job Satisfaction	.271	.053	.263	5.144	.000
$R^2 = .441$	Adj $R^2 = .432$	F = 48.608	Sig. = .0000	DF = 4,270	

Regression analysis was applied to test the hypothesis H1_{a,b,c,d} of the research. The result of analysis is shown in Table 4.13. Based on the analysis, R square (R^2) as .441, with adjacent R square (R^2) as .432 and F value was 48.60 for the job security, organizational support, and reward and job satisfaction towards job performance. This means all three independent variables able to explain 44.1% of the variance in job performance of the medical doctors.

The result shows there is significant prediction of job security on job performance $\beta = .112$, ($p < 0.05$). There is no significant prediction of organizational support on job performance ($p > 0.05$). In contrast, there is significant prediction of reward on job

performance ($\beta = .418, p < 0.01$). Reward scored a highest Beta value at .418, which indicates that reward is the most important factor in influencing doctor's job performance in public hospitals and private clinics. Moreover, there is significant prediction of job satisfaction on job performance ($\beta = .263, p < 0.01$).

4.7 Predictors

Hypothesis 11a:

H_{11a}: Job security significantly influences job performance.

As evident from Table 4.13, job security has a relationship with job performance. It was found that the value of regression coefficient for the analyzed relationship amongst the two variables is ($\beta = .112, p < 0.05$). Hence, this hypothesis is supported. This is consistent with the literature by Berth, Emmerik, Gunter and Filip (2012) found that job security influences job performance. Thus, job security is a significant predictor of job performance.

Hypothesis 11b:

H_{11b}: Organizational support significantly influences job performance.

As evident from Table 4.13, there is no relationship between organizational support and job performance. It was found that the value of regression coefficient for the analyzed

relationship amongst the two variables is ($\beta = .035$, $p > 0.05$). Hence, this hypothesis is not supported. This is consistent with the literature by Sultana *et al.*, (2009) found that organizational support does not influence job performance of the medical doctors. Therefore, organizational support is not a significant predictor of job performance.

Hypothesis11c:

H_{11c}: Reward significantly influences job performance.

As evident from Table 4.13, reward has a significant relationship with job performance. It was found that the value of regression coefficient for the analyzed relationship amongst the two variables is ($\beta = .418$, $p < .000$). Hence, this hypothesis is supported. This is consistent with the literature by Khan (2014) found that reward influence job performance in public hospitals and private clinics. Further, it indicates that job performances of the medical doctors are highly influenced by reward as compared to the job security and organizational support.

Hypothesis11d:

H_{11d}: Job satisfaction significantly influences job performance.

As evident from Table 4.13, job satisfaction has a relationship with job performance. It was found that the value of regression coefficient for the analyzed relationship amongst the two variables is ($\beta = .263$, $p < 0.000$). Hence, this hypothesis is supported. This is

consistent with the literature by (Ghazali, 2007; Sultana, 2009; Khan *et al.*, 2011) found that job satisfaction influence job performance. As a result the job satisfaction has a greater influence on job performance of the medical doctors in public hospitals and private clinics in Pakistan.

4.8 Mediating Effect

Hypothesis 12:

H₁₂: There is significant mediating effect of job satisfaction on the relationship between job security and job performance.

As evident from Table 4.14 below, there are significant mediating effects of job satisfaction on the relationship between job security and job performance. It was found that the value of beta is ($\beta = .448, p=.000$), which is considered that there is significant mediating effect of job satisfaction on the relationship between job security and job performance at significant level $p < 0.01$. Hence, this hypothesis is supported. The mediation effects and general model is shown in Figure 4.3. The predictions among variables are shown through the arrow on the figure. Standardized Beta coefficients in regression table is revealed through the arrows.

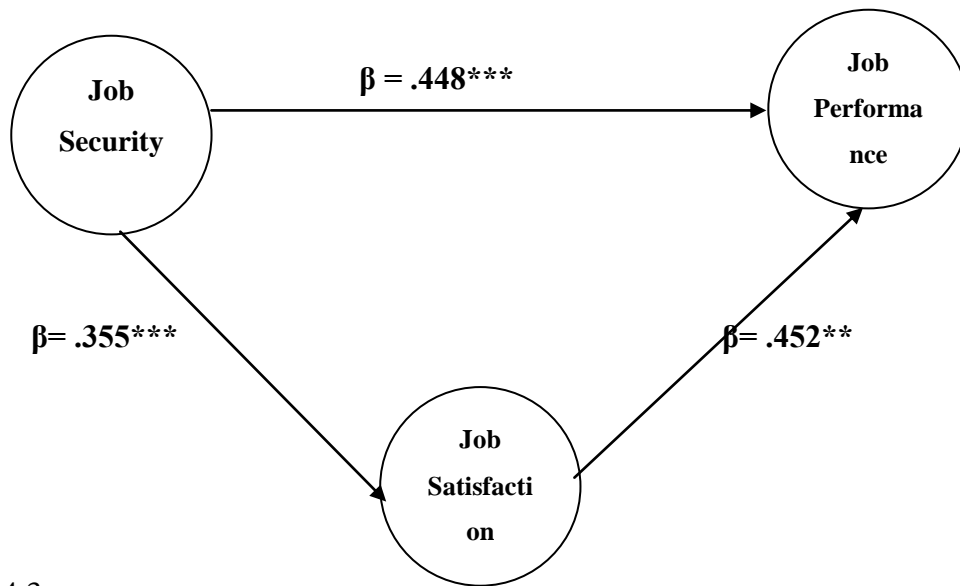


Figure 4.3

The mediation effect of job satisfaction in the relationship between job security and job performance and Standardized Beta coefficients ($p < .05$, ** $p < .01$, *** $p < .001$).*

Hypothesis 13:

H₁₃: There is significant mediating effect of job satisfaction on the relationship between organizational support and job performance.

As evident from Table 4.14, there are no significant mediating effects of job satisfaction on the relationship between organizational support and job performance. It was found that the value of beta is ($\beta = .289$, $p = .000$), which is considered that there is significant mediating effect of job satisfaction on the relationship between organizational support and job performance at significant level $p < 0.01$. Hence, this hypothesis is supported. The mediation effects and general model is shown in Figure 4.4. The predictions among

variables are shown through the arrow on the figure. Standardized Beta coefficients in regression table is revealed through the arrows.

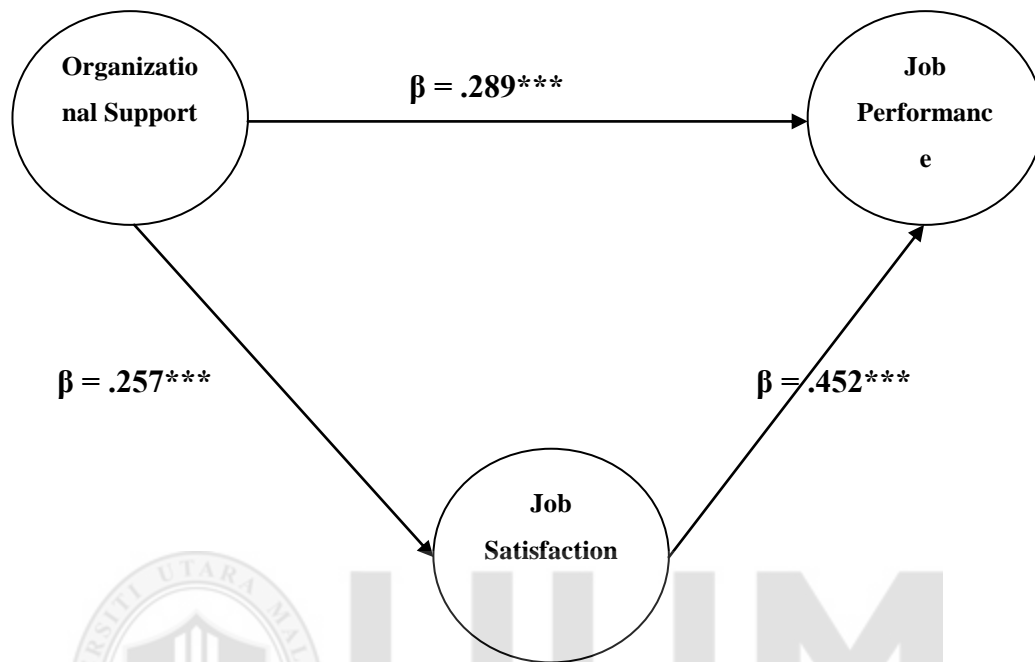


Figure 4.4
The mediation effect of job satisfaction in the relationship between organizational support and job performance and Standardized Beta coefficients (* $p < .05$, ** $p < .01$, *** $p < .001$).

Hypothesis 14:

H₁₄: There is significant mediating effect of job satisfaction on the relationship between reward and job performance.

As evident from Table 4.14, there are significant mediating effects of job satisfaction on the relationship between reward and job performance. It was found that the value of beta is ($\beta = .584$, $p = .000$), which is considered that there is significant mediating effect of job satisfaction on the relationship between reward and job performance at significant level p

< 0.01. Hence, this hypothesis is supported. The mediation effects and general model is shown in Figure 4.5. The predictions among variables are shown through the arrow on the figure. Standardized Beta coefficients in regression table is revealed through the arrows.

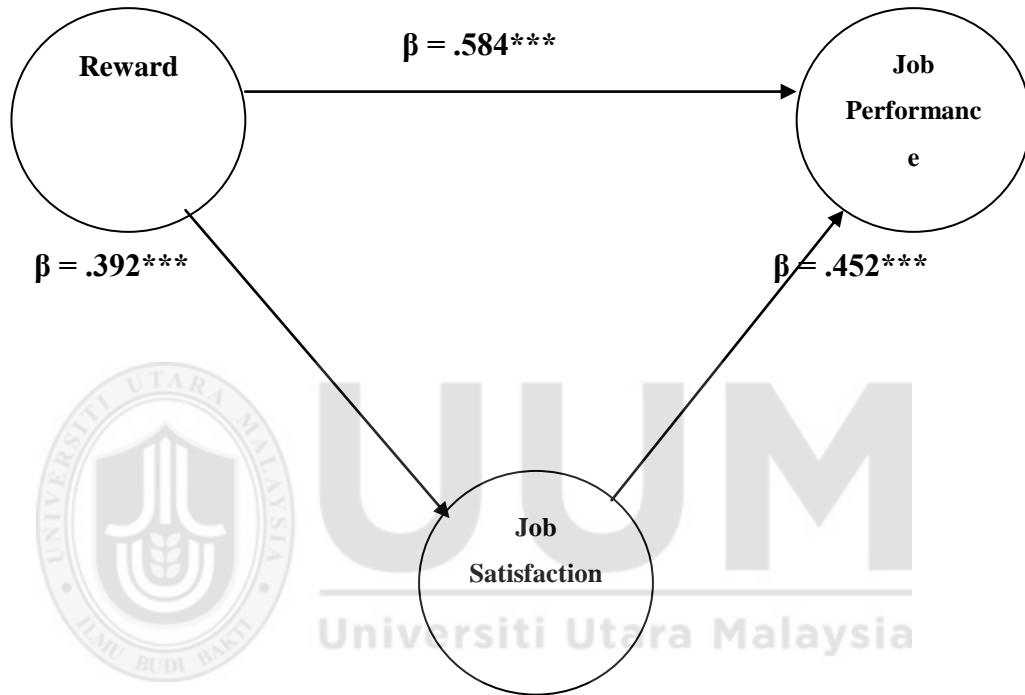


Figure 4.5

The mediation effect of job satisfaction in the relationship between reward and job performance and Standardized Beta coefficients ($p < .05$, ** $p < .01$, *** $p < .001$).*

Further, the table 4.12 below explains the Sobel test analysis results related to the significance of mediation effect of job satisfaction of medical doctors, job security, organizational support and reward predicting job performance.

Table 4.14
Test of Mediating Effect

Variable			Effect of IV on M		Direct effect M on DV		Effect of IV on DV		Direct effect M on DV		Indirect Effect
IV	M	DV	M	M	DV	DV	DV	DV	DV		
	JS	JP									
Job security			.355**		.452**		.448**		.246**		.119**
Organizational Support			.257**		.452**		.289**		.183**		.104**
Reward			.392**		.452**		.584**		.481**		.103**

IV = Independent variable

M = Mediating variable

DV = Dependent variable

SE = Standard error

JS = Job Satisfaction

JP = Job Performance

As shown in Table 4.14, in test of mediating effect was carried out by entry the data to Med Graph-I program Jose (2003) to assess the significance of mediation effect, mediation effect of job satisfaction was found to be significant at $p < .05$ level. Looking at analysis performed to test mediation effects; it could be observed that the direct effect of job security on job performance is $\beta = .448$. When job performance is high, the job security on job performance becomes $\beta = .329$. The difference which is $\beta = .119$ results from mediation effect of job satisfaction.

Meanwhile, looking at analysis performed to test mediation effects; it could be observed that the direct effect of organizational support on job performance is $\beta = .289$. When job performance is high, the organizational support on job performance becomes $\beta = .183$. The difference which is $\beta = .104$ results from mediation effect of job satisfaction.

Moreover, the analysis performed to test mediation effects; it could be observed that the direct effect of reward on job performance is $\beta=.584$. When job performance is high, the reward on job performance becomes $\beta=.481$. The difference which is $\beta=.103$ results from mediation effect of job satisfaction.

The results that depicted in table 4.15 indicated that all hypothesis of the research have been found to get adequate support while the independent variables clearly contributed to job performance as follows:

Table 4.15
Hypothesis Summary

Hypothesis	Outcome
H ₁ : There is a significant correlation between job security and job performance	Accepted
H ₂ : There is a significant correlation between organizational support and job performance	Accepted
H ₃ : There is a significant correlation between reward and job performance	Accepted
H ₄ : There is a significant correlation between job satisfaction and job performance	Accepted
H ₅ : There is a significant correlation between job security and organizational support	Accepted
H ₆ : There is a significant correlation between job security and reward	Accepted
H ₇ : There is a significant correlation between job security and job	Accepted

Table 4.15 (Continued)

satisfaction		
H ₈ : There is a significant correlation between organizational support and reward		Accepted
H ₉ : There is a significant correlation between organizational support and job satisfaction		Accepted
H ₁₀ : There is a significant correlation between reward and job satisfaction		Accepted
H _{11a} : Job security significantly influence job performance		Accepted
H _{11b} : Organizational support significantly influence job performance		Rejected
H _{11c} : Reward significantly influence job performance		Accepted
H _{11d} : Job satisfaction significantly influence job performance		Accepted
H ₁₂ : There is significant mediating effect of job satisfaction on the relationship between job security and job performance		Accepted
H ₁₃ : There is significant mediating effect of job satisfaction on the relationship between organizational support and job performance		Accepted
H ₁₄ : There is significant mediating effect of job satisfaction on the relationship between reward and job performance		Accepted

4.9 Conclusion

In a summary, this study has provided specific inputs relative to job performance at public hospitals and private clinics in Pakistan. The researcher used a sample population of 275 medical doctors from public hospitals and private clinics in carrying out an exploratory factor analysis to determine the factor structure of instruments that had 37 items. The factors examined in this context were job security, organizational support, reward, job satisfaction and job performance. A test of reliability was also run in the context of all the interval scale variables in order to ascertain the extent to which they are free from casual errors.

Additionally, this research made an analysis of the assumptions made in regard to normality, linearity, homoscedasticity, independence of errors terms, multicollinearity, and the outcomes showed that the assumptions proved to be correct. In addition to the above, the research conducted multiple regressions to analyze the relationships amongst job security, organizational support, reward, job satisfaction and job performance. In view of the outcomes that emerged from the research, it can be said that all the hypothesis were supported the mediating effect of job satisfaction on the relationship between job security and job performance, organizational support and job performance, and reward and job performance. The independent variables also revealed a pattern whereby they sufficiently contributed to practices of job performance.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter summarizes and discusses the outcomes of the current research aimed at examining the hurdles and identifying the issues that could lead to job performance of the medical doctors in Pakistan's public hospitals and private clinics. In addition, this chapter concludes the findings that can be drawn from this research. In the final part of the chapter, the overall contribution of theory and practice along with the limitations and potential for future research are discussed. This chapter further discusses the recommendation and conclusion of this study based on the research questions developed as well as literature review that have been mentioned in chapter two. The report ends with the conclusion of the study.

5.2 Summary of the Study Results

Job performance is a critical issue to medical doctors for many years and it is a major problem for the country till now. Actually, respecting medical doctors' rights has a significant relationship with their job performance. In Pakistan, medical doctors are facing several problems related with job security, organizational support, rewards and job satisfaction. By giving the medical doctors their rights was help them to improve their performance. New theoretical knowledge outcome was benefit to industry, practitioners

and to the body of knowledge. The independent variable for this study is job security, organizational support, reward and the mediating effect of job satisfaction. Fourteen hypotheses were developed to investigate the relationship between job security, organizational support, reward, job satisfaction and job performance.

Job security, organizational support and reward seem to influence job performance directly and through job satisfaction. The study support the finding by Khan *et al*, (2011) who found out that job security, organizational support and reward has a direct effect on job performance and Kazmi (2011) who found out that job satisfaction is a predictor of job performance. The finding that job security, organizational support and reward also has a mediated effect on job performance is important as it shows that job security, organizational support and reward can affect job performance of the medical doctors through different factors. As can be seen in this study, job security, organizational support and reward have an important effect on job satisfaction which in turn affects job performance of the medical doctors in public hospitals and private clinics. Thus, policy makers must focus on job security, organizational support and reward which have significant effects on how medical doctors are unsatisfied with their jobs and directly affecting their performance.

5.3 Implications for Research

This study was to contribute to the area of medical doctors' job performance, particularly in the public hospitals and private clinics and the factors impacting them. Moreover, the researcher aims to provide relevant practical results of medical doctors' job performance

in public hospitals and private clinics. The current study's theoretical and practical implications are discussed in the following sections.

5.3.1 Managerial Implication

Empirical evidence revealed that job security can impact the job performance as it positively related to job performance. The findings also implied that both organizational support and reward positively impact the job performance. This is an expected result as the medical doctors in public hospitals and private clinics are not supported and properly rewarded by government which is causing either exchange or avoidance of responsibilities. Consequently, lack of rewards and government undue pressure on medical doctors to continue their services in public hospitals and private clinics effects/influences medical doctors' interest in their job. Due to which patients are not given proper time and treatment despite been on duty medical doctors do not take interest in their job.

Moreover, the job security has positive impact on job performance and the findings also indicate that medical doctors felt less secure in their jobs therefore, the policy makers may maximize the job security by introducing insurance policy, ensuring permanence of job, increasing the number of years to the service keeping in view willingness of the medical doctors, by giving them choice to perform their duties at their ease.

As the organizational support and reward positively influence the job performance of the medical doctors in Pakistan therefore, the ministry of health, government of Pakistan and

the owners of the private hospitals in Punjab and Balochistan may pay more serious attention towards the organizational support and reward system for influencing the motivation and satisfaction level of medical doctors in their respective hospitals for enhancing their job performance. The policy makers may indulge medical doctors into an environment which encourages better performance for being supportive to their very issues from day to day problems in the public hospitals and private clinics to their personal lives. Furthermore, within an organization medical doctors must be supported by their seniors for further learning and expertise, there should be a cooperative environment within an organization. Means all staff members should support rather than conspiring. All staff members should be involves in decision making and all decision must be made in merit. Above all every member must be respected and treated on equal. Footing according to their level irrespective of cast, creed or religion.

Further, the rewards should also be designed in a way that can compensate the medical doctors for the extra time and effort they put in while performing their jobs. Keeping in view the non-financial and financial perspective these medical doctors may be granted extra allowances and benefits, and may be praised publically, appreciated in front of other colleagues and may be provided with performance awards to encourage better job performance. Furthermore, their children educational facilities, they must be paid house rent, transportation cost etc.

Hence, the government and other stake holders should consider the factors like job security, organizational support, reward and job satisfaction which has significant impact

on the job performance level as proved in this study. Actually, respecting medical doctors' rights has a significant relationship with their performance.

5.3.2 Theoretical Implications

The present research carried out an analysis based on both theoretical and practical frameworks. This is considered an ideal and invaluable step in managing and coping with the present issues and in addressing matters pertaining to the effect of job security, organizational support, and reward and job satisfaction upon job performance of the medical doctors in Pakistan. The arrangement of the various stages of this study was developed in such a way that it keeps the outcomes and patterns of the prior research and issues relative to the linkage amongst job security, organizational support, reward and job satisfaction and job performance.

A review of literature reveals that the body of work done in the topic has examined the viewpoints of several researchers who studied the way job security, organizational support, reward and job satisfaction influence job performance such as pay and promotion, supervision and relation with coworkers, job security, satisfaction with their job, care given to medical doctors and development policies and several other factors (Ghazali *et al.*, 2007). Nevertheless, only little research has been dedicated to the evaluation of the relationships between job security, organizational support, reward and job satisfaction and job performance. Hence, the theoretical implications of the present study are listed as follows:

Firstly, the current study took help from theories of job performance to develop the basis of the research. More specifically, the research is based on Social Exchange theory which indicates that the reward has so much to do with job performance. Reward encourages the person to give his best and more importantly reward must be different every time and of a value to a person if things/proceedings don't take place. In this manner so then the job performance is affected badly. This theory enables the study of factors impacting the medical doctors' job performance.

Secondly, the proposed research framework was tested empirically in light of the medical doctors' job performance in a healthcare system context. The findings support the framework's validity and reliability. Hence, the implications of the determinant factors in the framework can be added to management literature. Additionally, the research framework can be utilized as a research tool for the examination of the determinant factors in deciding whether to adopt other factors of job performance.

Thirdly, the present study in the light of social exchange theory has added in the existing body of the literature, putting forward a new dilemma of the suggested relationship between the variables which according to earlier literature was confusing holding mix results.

Fourthly, The present study contributes in the body of literature by examining the relationship between job security, organizational support and rewards with job

performance in the presence of job satisfaction as a mediating variable which suggests that the relationship between job security and rewards is further improved with better job satisfaction given to the medical doctors in public hospitals and private clinics.

5.4 Limitations

One of the strengths of the present research is the acknowledgement of its limitations because these limitations formed the recommendations for future study and they clarify the theoretical implications. Based on the previous researches, the present study is the first of its kind to investigate the job security, organizational support, reward and job satisfaction relationship with job performance in public hospitals and private clinics in Pakistan.

As such, some of the limitations of the research are:

1. Data was collected from the medical doctors in Pakistan public hospitals and private clinics. A broader sample of data from diverse respondents in the future is recommended to minimize any potential bias stemming from the level of the informants.
2. Generalizing the findings of this study – Owing to the geographical limitations, participants may have particular attributes that are different compared to other parts of the world. Therefore, future research can use a more diverse random sampling for the verification of the dimensions developed in this study.

5.5 Directions for Future Research

The present study proposes some recommendations for future study in the area of job performance that would help enrich the body of the study. These recommendations are detailed in the following paragraphs.

The present study can be replicated in other Southeast Asian countries or other developing countries and comparison of results can be carried out. Future research can increase the investigation and access to comprehensive results in the prediction of job performance and the variables impacting them, particularly when exposed to culture, e.g. national culture.

In the current study, the results of the relationship between the job security, organizational support, reward and job satisfaction and their association to job performance in public hospitals and private clinics are revealed. Therefore, the recommendation for future studies is to examine these variables to help determine their impact on public hospitals and private clinics, as well as to examine if their findings are in line with the current study or not.

The researcher also recommends to further study the possibility of other variables in investigating and predicting job performance. These variables could include family work conflict, stress, and financial resources, regarding the job performance. Since the present study adopted job satisfaction, the researcher recommends the examination of other

mediating variables, e.g. job security, in the future. This may lead to further explanations of the variables' impact upon and prediction of job performance.

The researcher also recommends a different method of study – the qualitative method which could effectively work in hospital sectors as interviews carried out with respondents may help acquire results, most specifically in the cultural context. Moreover, future studies can be carried out on employee staff members to explore their opinions concerning job performance.

5.6 Conclusion

There have been several strikes by the medical doctors in the province of Punjab, followed by strike in Balochistan, Sind, and Islamabad as these medical doctors were quite unhappy with their jobs because of payments, benefits and care they receive from their respective employers. These continuous strikes lead them to stay away from their jobs which ended up with severe consequences affecting the patient's health and life; it alternatively has a negative impact on the job performance of these medical doctors.

Looking into the above issue, the objective of the present study was to attempt an investigation of the relationship between job performance, job security, organizational support, and reward and job satisfactions among medical doctors in Pakistan.

For this reason, a quantitative research was carried on, using survey questionnaires, the data was collected from medical doctors of public hospitals and private clinics of provinces of Punjab and Balochistan in Pakistan following on cluster sampling.

The researcher used a sample population of 275 medical doctors from public hospitals and private clinics in carrying out an exploratory factor analysis to determine the factor structure of instruments that had 37 items. The factors examined in this context were job security, organizational support, reward, job satisfaction and job performance. A test of reliability was also run in the context of all the interval scale variables in order to ascertain the extent to which they are free from casual errors.

Additionally, this research made an analysis of the assumptions with regards to normality, linearity, homoscedasticity, independence of errors terms, multicollinearity, and the outcomes showed that the assumptions proved to be correct. In addition to the above, the research employed multiple regressions to analyze the relationships amongst job security, organizational support, reward, job satisfaction and job performance. In view of the outcomes that emerged from the research, it can be said that all the hypothesis were supported the mediating effect of job satisfaction on the relationship between job security and job performance, reward and job performance, except organizational support.

Drawing upon the social exchange theory the present study contributed in the literature by examining the postulated relationship between job security, organizational support, and reward with job performance along with the mediating role of job satisfaction. Practically, this study contributed in the management of human resources with special regard to managing job performance of medical doctors in the public hospitals and

private clinics in Punjab and Balochistan Pakistan. This study points out the areas where the government officials and top management of these hospitals and clinics should emphasize in order to improve job performance of medical doctors.



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Appendix A

Survey Questionnaire



Date:

Dear Respected Participant,

You have been selected to participate in a MSc survey research. The main purpose of this survey is to study on the relationship between job performance, job security, organizational support, reward (monetary & non- monetary) and job satisfaction. I would appreciate it very much if you could spend some time (approximately 30 – 45 minutes) to answer all the questions in this questionnaire.

There will be no right or wrong answers to these questions. All results will be used for research purpose only.

Your participation in this survey is completely voluntary. You can withdraw from this survey at any time prior to turning in your completed survey. Your responses on this survey will have no impact on any of your work-related activities and personal record.

Nevertheless, your cooperation is VITAL to this study. The information you provide is strictly confidential and will only be used for the purpose of this study. Please read the instructions carefully and answer as accurately as possible.

Should you have any questions concerning this survey, please feel free to contact me via my email. Your participation will certainly make a significant contribution to my research.

Thank you very much for your time, cooperation and effort.

Yours sincerely,

.....
(Mirwise Khan)

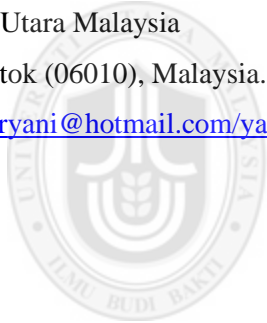
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Questionnaire Code

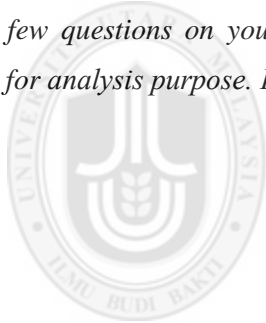
(For researcher use only)

The Mediating effect of Job Satisfaction on the Relationship between Job Security, Organizational Support and Reward (monetary & non- monetary) on Job Performance

Please answer ALL questions in this questionnaire. Your responses in this questionnaire will be treated strictly confidential and will only be used for the purpose of this study. Your information will not be forwarded or employed by any other individual or organization.

As each respondent may perceive the question differently, there is therefore no right *or wrong answers*. What is important is you have to answer all the questions as honest as you can by reading carefully each of the following questions.

Below are few questions on your personal and job background. The following questions are meant only for analysis purpose. Kindly answer by writing or tick (✓) your choice of answer:



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A1. Gender: Male ☐ Female ☐ **A2. Age:** Please specify: _____

A3. Marital Status: Single ☐ Married ☐

A4. Highest qualification: MBBS ☐ FCPS ☐

Others: Please specify: _____

A5. Job Tenure: Please specify: _____ **A6. Position:** Please specify: _____

A7. Department: Please specify: _____



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SECTION - B

In this section, the statements below are about you, your work as well as your work environment. Kindly answer each statement in a way that is true for you most of the time. Think about how you most often see yourself, feel, behave and react to the research variables. Kindly answer all questions. Do not spend too much time on any one item. Your honest answers will make your scores more useful. Please indicate to what extent you agree with the statements below by circling your response according to the following scale. Respond to every statement.

RESEARCH QUESTIONS



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Instruction: Please circling your response according to the following scale

1. Strongly disagree 2. Disagree 3. Slightly disagree 4. Neutral 5. Slightly agree 6. Agree 7. Strongly agree

Below are statements that describe your **job security** choices

1.	I am confident that I will be able to work for my organization as long as I wish	1	2	3	4	5	6	7
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2.	My job will be there as long as I want it	1	2	3	4	5	6	7
3.	If my job were eliminated, I would be offered another job in my current organization	1	2	3	4	5	6	7
4.	Regardless of economic conditions, I will have a job at my current organization	1	2	3	4	5	6	7
5.	I am secure in my job	1	2	3	4	5	6	7
6.	My current organization would transfer me to another job if I were laid off from my present job	1	2	3	4	5	6	7

Instruction: Please circling your response according to the following scale
1. Strongly disagree 2. Disagree 3. Slightly disagree 4. Neutral 5. Slightly agree 6. Agree 7. Strongly agree

Below are statements that describe **organization support** towards you choices

1.	The organization really cares about my well-being	1	2	3	4	5	6	7
2.	Even if I did the best job possible, the organization would fail to notice	1	2	3	4	5	6	7
3.	The organization cares about my general satisfaction at work	1	2	3	4	5	6	7
4.	The organization shows very little concern for me	1	2	3	4	5	6	7
5.	The organization takes pride in my accomplishments at work	1	2	3	4	5	6	7

Instruction: Please circling your response according to the following scale
1. Strongly disagree 2. Disagree 3. Slightly disagree 4. Neutral 5. Slightly agree 6. Agree 7.

Strongly agree

Below are statements that describe your **Rewards (monetary and non- monetary)** choices

1.	I receive a worth basic salary	1	2	3	4	5	6	7
2.	My cost of living adjustment his sufficient enough to support my living	1	2	3	4	5	6	7
3.	My take home pay is reasonable	1	2	3	4	5	6	7
4.	Allowance is paid according to my entitlement	1	2	3	4	5	6	7
5.	I do enjoy my allowances	1	2	3	4	5	6	7
6.	I get the recognition I deserve when I do a good job	1	2	3	4	5	6	7
7.	I have an opportunity for advancement to higher level jobs	1	2	3	4	5	6	7
8.	I feel that I have chances of getting ahead on this job	1	2	3	4	5	6	7
9.	I know that there are many opportunities to advance within the company	1	2	3	4	5	6	7
10.	I receive recognition for my job accomplishment	1	2	3	4	5	6	7
11.	I receive recognition for my job contribution	1	2	3	4	5	6	7
12.	Promotions and transfers are made fairly	1	2	3	4	5	6	7
13.	I have a job which allows me to make a real contribution to the job performance of my company	1	2	3	4	5	6	7

Instruction: Please circling your response according to the following scale

1. Strongly disagree 2. Disagree 3. Slightly disagree 4. Neutral 5. Slightly agree 6. Agree 7.

Strongly agree

*Below are statements that describe your **job satisfaction** choices*

1.	My present job gives me internal satisfaction	1	2	3	4	5	6	7
2.	I am respected because of my job	1	2	3	4	5	6	7
3.	My job gives me a sense of fulfilment	1	2	3	4	5	6	7
4.	I can seek my peers help regarding my job	1	2	3	4	5	6	7
5.	I will recommend this job to a friend if it is advertised	1	2	3	4	5	6	7
6.	I will recommend this job to a friend if it is announced	1	2	3	4	5	6	7
7.	I feel cared for by my organization	1	2	3	4	5	6	7

Instruction: Please circling your response according to the following scale

1. Strongly disagree 2. Disagree 3. Slightly disagree 4. Neutral 5. Slightly agree 6. Agree 7.

Strongly agree

*Below are statements that describe your **job performance** choices*

1.	My present job gives me the opportunity to enhance my performance on job	1	2	3	4	5	6	7
2.	My present job has a direct impact on achieving the organizational objectives	1	2	3	4	5	6	7
3.	My job performance outcomes are consistent with the goals of the organization	1	2	3	4	5	6	7
4.	My good performance on job is rewarded financial terms	1	2	3	4	5	6	7
5.	My good performance on job is given formal appreciation by the higher ups	1	2	3	4	5	6	7
6.	The job performance evaluation system is objective	1	2	3	4	5	6	7

**THANK YOU FOR SPARING YOUR VALUABLE TIME
YOU HAVE COMPLETED THE QUESTIONNAIRE! IF YOU HAVE ANY
HESITATIONS, PLEASE FEEL FREE TO CONTACT ME VIA EMAIL:
mirwisestoryani@hotmail.com/yahoo.com**

